

How Can Seattle Crime Analysis Rise to the Next Level?

City of Seattle Office of City Auditor

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Findings

The Seattle Police Department (SPD) is well-positioned to further improve its crime analysis capabilities.

SPD has approximately eleven staff devoted to crime data extraction, analysis, and/or reporting. Compared to the 23 jurisdictions we surveyed, Seattle ranks in the upper third in the number of crime analysts, is similar in the kinds of analytical tools used, and produces similar products.

Although there are no official “best

practices” in crime analysis, we found that Seattle crime analysts were using techniques commonly used elsewhere in the country. We identified three main categories of crime analysis work:

Tactical Analysis – for short term use

and less complex problems. Tactical analysis may be used, for example, by a crime analyst to investigate a recent increase in car break-ins in a precinct, or identify a likely suspect in a burglary spree. SPD frequently conducts tactical analysis to assist with specific issues in precincts.

“Analysis is the best approach if police are going to go beyond responding to calls for service and take a proactive approach to identify bigger things and do something about them.”

- Dr. Rachel Boba Santos
Department of Criminology and Criminal Justice
Florida Atlantic University

Strategic Analysis – for longer term use and more complex problems. Strategic analysis may involve, for example, studying the cause of a “hot spot” where crime has concentrated over a number of years to help identify the best strategy for addressing crime problems and measuring the outcomes of interventions. We

found some instances in which strategic analysis was applied to complex problems, but SPD staff need additional training, and skilled staff are often rotated out of crime analysis positions.

Ad hoc Crime Statistics and

Reports – aggregated data by geographic area. These may be routine reports or ad hoc requests from City officials, external agencies, and the public. We found that only a few routine crime reports have been automated, and customer self-service for SPD crime data is limited.

What We Did

Noting that “understanding our Police Department’s data capabilities is integral to our evaluation of the policy decisions we face,” the Seattle City Council’s Public Safety Committee in a March 29, 2011 letter asked the Office of City Auditor to conduct an audit of the crime analysis capabilities of the Seattle Police Department (SPD).

Our findings are based on interviews we conducted with SPD staff, criminology researchers, and crime analysts from 23 jurisdictions. We also reviewed literature from academic, government, and other professional resources.

SPD’s comments on the final report can be found on pages 61-62 (Appendix 10).

Find the full report on our web site at seattle.gov/audit

Our Recommendations

We offer four ways to improve crime analysis in SPD.

We found that SPD is in a good position to take its crime analysis function “to the next level” – i.e., to improve the sophistication and maximize the benefits of its crime analysis. We offer four recommendations to this end:

1. Make more sophisticated use of data;
2. Prioritize the continuity and skill level of crime analysis staff and leadership;
3. Optimize the use of software tools; and
4. Automate routine reports.

Recommendation #1: Make more sophisticated use of

data. Our findings indicate that SPD’s crime reduction efforts would benefit from moving from limited use to systematic, department-wide use of strategic analysis for longer term or more complex crime problems. Strategic analysis often requires the involvement of other government agencies and/or the community in diagnosing and addressing problems and in measuring outcomes. The literature related to the science of policing suggests that strategic analysis can contribute to more efficient and effective policing, and it may improve the relationships between police officers and the public.

Based on data we gathered from

other jurisdictions, we identified three steps SPD could take to improve the quality of its strategic analysis.

Incorporate More Data from Non-Police Sources. Non-police data is useful for thorough analysis of complex crime problems,

Mason University’s Center for Evidence-Based Crime Policy and the University of Washington’s Center for Studies in Demography and Ecology will hopefully result in beneficial partnerships as well. Measure Outcomes. Strategic analysis also must include

Three steps that the Seattle Police Department can take to make more sophisticated use of data



including chronic crime “hot spots” and persistent gang violence. The Baltimore Police Department, for example, routinely collects and makes available data from approximately 30 non-police data sources including probation data, property data, and phone data.

Partner with Research Institutions. Cincinnati, Los Angeles, and Boston are among the cities that have developed strong working relationships with research institutions to help analyze data, develop solutions, and assess outcomes for complex crime problems. SPD’s recent conversations with George

regularly measuring the outcomes of police work in crime reduction, fear reduction, reduction of street disorder, etc. The Cincinnati Police Department used a rigorous scientific evaluation to determine that their anti-violence efforts have directly resulted in a 35% reduction in gang member homicides from 2007-2010. While less scientifically rigorous than the Cincinnati evaluation methodology, Washington D.C., Charlotte-Mecklenburg, North Carolina; and Richmond, Virginia set performance goals for each of their crime reduction strategies, measure actual performance

monthly, and compare it to the crime reduction goals.

Recommendation #2: Prioritize the continuity and skill level of staff and leadership. Continuity is important for the leadership of the crime analysis function in order to develop an effective crime analysis program. For example, the crime analysis manager in Los Angeles has been involved with the program for 18 years and has helped it develop a sophisticated crime analysis program.

Continuity is also important for the staff so they have the opportunity to develop their proficiency in crime analysis. In Baltimore and Vancouver B.C., crime analysts (both sworn and civilian) have developed proficiency in sophisticated analytical tools and have trained other analysts so there is a consistent skill set across the department. In light of the benefits of continuity of crime analysis leadership and technical expertise, we encourage SPD to re-examine its practice of rotating its crime analysis staff.

Recommendation #3: Optimize the use of software tools.

Seattle has many of the same software tools used for crime analysis in other jurisdictions; however, these tools are not used optimally across SPD. One example is a sophisticated and expensive analysis tool called I-2 which can be used to gather and analyze detailed information regarding gangs or groups of frequent offenders and their associates. Although SPD owns this tool, we know of only two analysts who have used it, and there is no plan to assist staff in developing proficiency in its use.

Overall, we found that SPD's precinct crime analysts have improved their skills, but their skills in using the various kinds of software vary considerably, and there is no plan to provide sufficient resources to further develop their skills. With limited funds for training, many of the jurisdictions surveyed rely on their analysts to train each other in the software tools. In fact, staff from Vancouver B.C. have offered to share their knowledge of I-2 with SPD. We encourage SPD to develop a plan that will optimize their use of software tools, including improving analysts' skills in using these tools.

Recommendation #4: Maximize report automation and self-service opportunities.

SPD crime analysts spend time each week producing reports that could be automated. For example, regular reports of similar data are required for SPD's weekly Strategic Deployment meetings and monthly Crime Capsule meetings. At the time of our audit only a few of these types of routine reports had been automated. Many of the jurisdictions that we spoke with, including Charlotte-Mecklenburg, Jacksonville, Florida and Vancouver B.C., have automated their routine reports, which allows their crime analysts to focus on tactical and strategic analyses. We encourage SPD to develop a plan for automating routine reports that includes creating "dashboard reports" that use a visual display to summarize key performance indicators. We also encourage SPD to continue working with the City of Seattle's web team to maximize the self-service potential for those seeking police data.

Appendices: In the appendices that follow we provide additional details about our findings, conclusions and recommendations.

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Appendix 1: Objectives, Scope, and Methodology

In a March 29, 2011 letter, the Seattle City Council's Public Safety Committee asked the Office of City Auditor to conduct an audit of the crime analysis capabilities of the Seattle Police Department (SPD). The letter explained:

There is an increasing interest in the science of policing, both in academia and in police departments. ...The literature related to the science of policing indicates that new crime reduction strategies and changes in police officer deployment are needed. We believe this to be especially true in light of our increasingly limited resources and, not insignificantly, the potential these new strategies have in building public trust and relationships between our officers and the public. Understanding our Police Department's data capabilities is integral to our evaluation of the policy decisions we face.

The letter asked that we:

1. Compare SPD's crime analysis capability with "national best practices;"
2. Consider SPD's use of crime analysis data to guide the deployment of patrol officers and detectives, to implement focused policing strategies in geographic "hot spots" and to monitor and apprehend high frequency offenders;
3. Consider SPD's use of data to guide application of evidence-based² crime prevention and reduction practices;
4. Consider SPD's use of crime prevention analysis and predictive modeling as a means to focus resources;
5. Consider SPD's crime reporting capabilities, including Part I and Part II offenses³ by precinct, neighborhood and citywide; and
6. Consider SPD's capacity to produce concise and consistent reporting of data that provides policymakers with information and guidance on what constitutes effective and efficient police practices, as well as provides a "dashboard" of key performance measures for the purposes of public accountability.

We limited our scope to assessing crime analysis practices and products created by SPD and other jurisdictions in 2010 and 2011, with some illustrative samples from previous years.

¹ Hot spots occur when crime and/or disorder are concentrated in an area such as a single address, a block face, or a small concentration of blocks.

² Evidence-based practices are shown to be effective by evaluation through empirical research that demonstrates a statistically significant effect of the practice.

³ The FBI's Uniform Crime Reports divide crime into Part I and Part II. There are 8 Part I crimes: aggravated assault, forcible rape, murder, robbery, arson, burglary, larceny-theft, and motor vehicle theft. Part II crimes include all other crimes such as simple assault, loitering, embezzlement, disorderly conduct, drug offenses, prostitution, sex offenses, vandalism, and weapons offenses.

Based on the letter from the City Council's Public Safety Committee, we established the following audit objectives:

1. Compare SPD's crime analysis capabilities with national best practices and/or with other jurisdictions;
2. Evaluate SPD's expertise in data analysis;
3. Evaluate SPD's use of crime analysis in the tactical and strategic deployment of police resources, and its use of evidence-based crime reduction and prevention practices, including predictive modeling.
4. Evaluate SPD's reporting of information derived from analysis of crime data for use by varied audiences.

To accomplish the objectives we conducted interviews with SPD personnel including current and former SPD crime analysts, their supervisory and command staff, and some of the clients of their services both within and outside the department. We attended several SPD "Strategic Deployment" meetings at which precinct commanders identify their top issues and hot spots and discuss their strategies for addressing them. We reviewed literature from academic, government, non-profit and other professional sources including several U.S. Department of Justice web sites, the International Association of Crime Analysts, the International Association of Chiefs of Police, and the Police Executive Research Forum regarding crime analysis practices and policing practices reliant on crime analysis. We also interviewed two criminology professors from different universities; police chiefs from Anaheim and Redlands, California, and Dayton, Ohio; police department command staff from two jurisdictions (Anne Arundel County, Maryland and Champagne, Illinois); and crime analysts from eighteen jurisdictions. In several cases, we shared our interview notes with SPD staff when we discovered a promising practice in a jurisdiction. We invited SPD's comments on several versions of the draft report, and have incorporated many of their comments into this final report. SPD's comments on the report can be found in Appendix 10 on pages 65-66.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. Although we reviewed computer-processed data in the course of this audit, we did not rely on it for our analysis. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Appendix 2. Overview of Seattle Police Department's Crime Analysis Function

Types of Crime Analysis

"Crime analysis" is a broad term including everything from very general statistical reports about a few major crimes, such as the Uniform Crime Reports published by the Federal Bureau of Investigation, to an analysis of the causes of disorder at a single address. We found it useful to consider crime analysis in three distinct categories, roughly organized around the primary audience for the products: 1) tactical crime analysis, 2) strategic crime analysis, and 3) ad hoc crime statistics and reporting.

Tactical crime analysis is focused on particular crime events or patterns within a limited geographical area, such as a portion of a police precinct. Tactical analysis uses data from SPD's Computer Assisted Dispatch (CAD) system⁴ and Records Management System (RMS), without filtering it for errors or duplications. The audience for this analysis is generally patrol officers, detectives, and first line supervisors (sergeants) who use tactical analysis to direct the activities of patrol officers during a particular shift or week. Tactical analysis can include compilations of crime information (such as crimes by type, time of day, or day of week for a beat or precinct); crime maps for a defined geographic area highlighting problem locations; lists of parolees, frequent offenders, frequent victims, and frequent problem locations; bulletins of persons stopped by police in the previous one to three days for field interviews; and bulletins regarding dangerous or threatening situations for police officers.

Strategic crime analysis typically uses aggregated statistics for particular types of crime in larger geographic regions that could span multiple precincts. Strategic crime analysis covers longer time periods than tactical analysis and can use sophisticated data analysis to prioritize resources to address persistent crime trends and to prevent crime. Tools used for this type of analysis include counts of crime and identifying trends over time (e.g., thirty day, year to date, day of week, or time of day); crime maps showing hot spots; and information gathered from community meetings and city officials. Strategic crime analysis also includes suggested strategies for addressing problems including working with community groups and other government agencies.

Problem oriented policing is a form of strategic crime analysis that identifies specific problems for concentrated focus. The problem may not be strictly a police issue, but can include such things as empty storefronts, dilapidated housing and broken windows in a neighborhood; and the suggested strategy often involves multiple government and community participants⁵.

⁴ The CAD includes all calls for police services received over the telephone (911 calls) or from other contact points. Many 911 calls do not result in the involvement of a patrol officer. All RMS calls have had police officer involvement resulting in a report. The RMS contains all officers' reports plus additional material added by supervisors, detectives and others. Because RMS data contains a lot of personal information about victims and suspects, the data is much more sensitive, and requires more analysis and redaction before it can be released to the public.

⁵ Problem oriented policing uses the "SARA model" in addressing problems: scan, analyze, respond, assess. The Center for Problem Oriented Policing maintains a library of 61 guides for solving problems encountered in many jurisdictions such

Ad hoc crime statistics and reporting is distinguished by the audience for the product, which is usually external to the department, but may also include SPD divisions outside the Patrol Operations Bureau. It is conducted in response to ad hoc, often one-time requests from a variety of sources, and typically results in reports that display crime statistics aggregated by large geographic areas and over long periods of time (e.g., Part I crimes by precinct for a particular year). Data used for ad hoc crime statistics and reporting may be similar to that used in strategic analysis, but it is often “scrubbed” first to ensure it conforms to federal classification standards, does not include duplicate information or incorrect categories, and does not include details that could identify victims or suspects. Ad hoc crime statistics and reporting is used to create reports for high-level decision makers such as elected officials and high ranking city officials, as well as the general public. Any of the tools used for the other types of crime analysis may be used in ad hoc crime statistics and reporting.

See Appendix 7 for examples of SPD products for each of the three types of analysis.

SPD’s Crime Analysis Staffing

SPD has eleven staff members who conduct various levels of data extraction and crime analysis for multiple audiences that request or need the data.

Sworn Crime Analysis Team: Tactical and strategic analyses are performed by a seven-member team of sworn⁶ crime analysts, including:

- A sergeant who oversees a team of six sworn crime analysts.
- Five precinct crime analysts, all sworn detectives, whose primary duties are conducting tactical and strategic crime analyses for the precinct police officers, detectives, and captains.
- One sworn crime analyst position in the Investigations Unit (currently a vacant position) to support major crimes investigations.

These analysts extract data from the RMS and CAD systems to track crime trends and identify crime hot spots. Their experience as crime analysts ranges from two to eighteen years. The sergeant in charge of this team reports to the Assistant Chief for Operations.

As detectives, the crime analysts have years of law enforcement experience and training. According to the current sergeant in charge of the unit, crime analysts are selected based primarily on their interest, experience, skill in working with computers, familiarity with the RMS/CAD system, and knowledge of investigations. After analysts are selected, their training is largely on-the-job and through their own exploration. SPD has paid for the five current crime analysts to complete at least

as “The Problem of Assaults in and around Bars” and “Exploitation of Trafficked Women.” The guides include measures to assess the effectiveness of the approaches.

⁶ Police officers are referred to as sworn employees because they swear an oath to serve the people by maintaining public order and enforcing the law. [From <http://www.seattle.gov/police/work/personnel.htm>].

two parts of a three-part formal crime analysis training. Some analysts have paid their own way to professional conferences and software training, and some are members of the International Association of Crime Analysts (see IACA.net). Several of the precinct-based crime analysts have high-level data extraction, analysis, and reporting skills; and a newer analyst is in the process of learning skills he didn't possess before taking the position.

Additional Crime Analysis Resources: In addition to the seven-member sworn crime analyst team, SPD has at least four other positions that do some amount of data extraction, analysis, and report production:

- One civilian Police Communications Analyst in the Communications Center creates ad hoc crime statistics and reports using Microsoft SQL and Oracle SQL queries to extract data from the CAD system. Originally a dispatcher, this analyst has developed a high-level of skill writing SQL queries and creating reports in Microsoft Excel from her years of on-the-job, self-directed , and classroom training.
- One sworn and one civilian member of SPD's Sustainment Team (which helps all SPD staff learn the new RMS and CAD system) respond to ad hoc requests for crime statistics and reports requiring queries of data.
- One civilian advisor to the police chief researches and reports on specific, crime-related topics of interest to the chief, creates ad hoc crime statistics and reports, and reviews and approves crime reports for release to the public. This individual generally relies on members of the crime analysis team, members of the Sustainment Team, or the Police Communications Analyst to extract data for analysis. The current advisor in this role has a PhD in criminology.

Appendix 3. Findings, Conclusions, and Recommendations

Below we describe our findings, conclusions and recommendations for the following four objectives:

1. Compare the Seattle Police Department's (SPD) crime analysis capabilities with "national best practices" and/or with other jurisdictions;
2. Evaluate SPD's expertise in data analysis;
3. Evaluate SPD's use of crime analysis in the tactical and strategic deployment of police resources, and its use of evidence-based crime reduction and prevention practices.
4. Evaluate SPD's reporting of information derived from analysis of crime data for use by varied audiences.

Conclusion 1 – Comparability: SPD's Crime Analysis Function is Comparable to the 23 Jurisdictions We Contacted.

Finding 1. The Seattle Police Department applies most of the crime analysis practices used or recommended by the sources we consulted.

We found consensus from many of our sources that there are no officially recognized "best" or "standard" practices in crime analysis; and none of what we found could be termed evidence-based. However, several of our sources recommended the book Crime Analysis for Problem Solvers in 60 Small Steps by Ronald V. Clarke and John E. Eck⁷ as a guide for effective crime analysis. Four of the five sworn precinct crime analysts said they have consulted this resource. Criteria derived from this book are listed in Appendix 4.

We compared Seattle's crime analysis staffing and practices to certain jurisdictions we contacted on the following characteristics:

- the number of analysts,
- whether they were civilian, sworn or a mixture of civilian and sworn,
- whether assignment of crime analysts was by a particular crime specialization or for all crimes,
- whether analysts were centrally located, located in neighborhood police stations, or were assigned to both types of locations,
- the types of software used for crime analysis, and
- the types of products created.

With approximately eleven staff devoted to crime data extraction, analysis, and/or reporting in its police department, Seattle's staffing for crime analysis ranks in the upper third of the jurisdictions we

⁷The creation of this book was supported by a cooperative agreement with the U.S. Department of Justice's Office of Community Oriented Policing Services, and is available on the web site for the Center for Problem-Oriented Policing, <http://www.popcenter.org/learning/60steps/>.

contacted, and it is similar to other jurisdictions with regard to the kinds of tools used and products produced by analysts. Many jurisdictions reported reductions in their crime analysis staffing in recent years due to budget constraints.

We found about half the jurisdictions had centralized units, and half (including Seattle) were decentralized. Seven jurisdictions assigned their analysts by crime specialty (e.g., auto theft, burglary), but most jurisdictions' crime analysts worked all types of crime. Half the jurisdictions used only civilian analysts, and half used a combination of civilian and sworn analysts as Seattle does. See Appendix 5 for more detail on the comparisons among jurisdictions.

While conducting our research of other jurisdictions, we asked open-ended questions about the types of software their crime analysts used, and also about the kinds of products the analysts produced. Because our questions were open-ended, jurisdictions may have used practices or produced products that they did not mention to us, so our information cannot be regarded as comprehensive or complete.

We found the 23 jurisdictions we spoke with reported using a wide variety of software tools. Nearly all of them used ESRI's ArcGIS software for mapping and many reported using Microsoft's Office Suite (Word, Excel, Access) for their analyses. Altogether nineteen types of software were mentioned, some jurisdictions reported that they used specialized crime analysis applications (e.g., a software called GRIP for gang investigations).

Regarding products produced by crime analysts, eleven jurisdictions mentioned creating density or crime hot spot maps, nine mentioned issuing bulletins on patterns and series of crimes, eight mentioned creating CompStat statistical reports. Other products mentioned less frequently included identifying frequent offenders and top calls for service locations. Six mentioned doing problem oriented policing projects. Seattle's crime analysts provided us with examples of each of these kinds of products that SPD had produced.

We found several jurisdictions that use data in more sophisticated and consistent ways than SPD. Appendix 6 includes some interesting practices from some of these jurisdictions.

We developed a list of 73 practices suggested by the sources we researched and sought evidence that Seattle engages in each practice. Some of these practices are not used by SPD's crime analysts, but are used by other SPD units such as the Community Police Teams. In summary, we found that Seattle is doing most (63) of the crime analysis practices identified. Appendix 4 shows the 73 practices with an assessment of whether Seattle uses each one.

Two of the suggested practices that have not yet been implemented by SPD relate to conducting more rigorous assessments of intervention strategies:

- Conduct case-controlled studies, and

- Expect premature drops in crime.

SPD has begun working with researchers from the Center for Evidence Based Policing at George Mason University and the University of Washington's Center for Studies in Demography and Ecology, and these collaborations may provide opportunities for engaging in these practices.

Other suggested practices we recommend SPD adopt or enhance are covered in more detail in subsequent report sections:

- Make more sophisticated use of advanced database analysis skills;
- Provide sufficient investment in training of analysts so they can optimize use of software tools;
- Automate purely informational/statistical reports.

Finally, there is a suggestion by Professor Rachel Boba Santos of Florida Atlantic University to provide capacity to map crime in patrol cars so patrol officers can do analysis while on patrol. While it does not currently have this capacity, SPD is in the planning stages of purchasing new Mobile Data Terminals for patrol cars, and an SPD official reported that they are planning to include this capacity with implementation of the new units.

Conclusion 2 – Expertise: SPD Should Seek Ways to Increase its Capacity to Perform Sophisticated Strategic Analysis.

We have three findings related to expanding SPD's capacity to conduct and use sophisticated strategic analysis for evidence-based approaches such as hot spot policing and problem oriented policing.

Finding 2a. SPD lacks sufficient capacity for making sophisticated use of data

As noted above, SPD's precinct crime analysts use many of the tools used by other jurisdictions and produce products similar to those of many jurisdictions' crime analysts. However, the level of expertise among SPD's data analysts varies considerably, and SPD would benefit from additional expertise in strategic analyses (e.g., mining large sets of data to identify crime trends over a range of time periods and geographic locations). By increasing its expertise in strategic analysis, SPD could improve its ability to utilize recent advances in predictive modeling and to make full use of the software SPD currently owns⁸. Without this sophisticated technical expertise, SPD cannot take full advantage of crime analysis techniques that are proven effective in crime prevention and in reducing crime and fear of crime.

Sufficient capacity for sophisticated use of data includes:

⁸ SPD owns the Microsoft Office Suite, Crystal Reports, Arc GIS, Information Builders, and I-2.

- Having substantial skill and experience in using the crime analysis software programs SPD owns, with the capacity to train others in their use;
- Identifying and using multiple sources for data, including non-police data sources;
- Developing methods to measure the impacts of police initiatives;
- Capacity to develop the Crime Analysis Unit's expertise in predictive modeling;
- The ability to automate regular, repeated, or routine reports;
- The ability to format reports so they communicate well to various audiences; and
- Extensive knowledge of database architecture and data elements.

Another way to increase capacity for strategic analysis is to partner with research institutions. Several jurisdictions we contacted have created such partnerships, which brings the expertise of professional researchers to advise, track, measure, and report on police crime prevention and reduction efforts. As noted earlier, SPD has begun working with researchers from other organizations.

Recommendation 1: SPD should make more sophisticated use of crime data.

Finding 2b. SPD's Crime Analysis Unit loses expertise by rotating staff with expertise in crime analysis management and sophisticated software skills.

Rotation of skilled staff. Currently, some of SPD's crime analysts and their supervisor rotate out of the unit every few years. To further increase SPD's crime analysis capabilities and to bring continuity to the function, certain expertise should be retained rather than rotated out. This expertise includes professional crime analysis training and sophisticated software/database skills that would be a resource to all the department's crime analysts.

Most of the jurisdictions we talked to hired at least some of their analytic staff explicitly for their skills and training in crime analysis, mapping, data extraction, data analysis, and reporting. Several jurisdictions use a combination of civilian professional crime analysts and sworn officers for the crime analysis team. Based on our interviews and research, we concluded that the key to getting good crime analysis is not whether an analyst is civilian or sworn, but their level of expertise, the clarity of the designation of their responsibilities, and their long-term dedication to the profession of crime analysis. Because SPD staffs its crime analysis function primarily with sworn officers, at least some of whom regularly rotate out of crime analysis, SPD has a shortage of fully-skilled professional staff committed to crime analysis. This is particularly true for strategic crime analysis and ad hoc crime statistics and reporting. Currently there is no dedicated staffing for ad hoc crime statistics and reporting, making it difficult for SPD to ensure staff can adequately respond to ad hoc requests for analysis from outside the Patrol Operations Bureau.

Professional Crime Analysis Management.

SPD's crime analysis personnel reside in and report to different units. One SPD official stated that this places analysts close to the primary audiences for their services. However, there is no strategic plan for the crime analysis function that considers the full spectrum of data analysis and reporting

necessary to respond to the analysts' multiple audiences. Currently, SPD's crime analysis personnel are organized as follows:

- The sergeant who oversees the sworn crime analysis team reports to the Assistant Chief for Operations and rotates into another position with some regularity.
- The civilian analyst who produces some of the regular ad hoc crime statistics and reports works for the Chief of Police.
- The civilian analyst in the Communications Center reports to the Communications Center Commander.
- The two Sustainment Team members, who write queries to respond to requests for ad hoc crime statistics and reports, report to the Commander of the Field Support Bureau.

Additionally, no single person is responsible for staying abreast of new developments and research in the field of crime analysis. This approach, and SPD's use of a rotating unit lead for the precinct analysts, leaves potential gaps in the management of the crime analysis function:

- It interferes with creating an overarching plan and strategy for the crime analysis function. The SPD crime analysis function would benefit from a plan that outlined the kinds of skills and products needed and the training and hiring required to ensure the function is responsive to SPD's ongoing needs for all types of crime analysis; and
- It interferes with a clear designation of responsibilities for the non-routine requests for analysis that come from a variety of sources.

Seattle is not the only jurisdiction that faces this issue. For example, after observing the Los Angeles, California police department's crime analysis organization, the sergeant in charge of crime analysis for Sacramento, California has become convinced Sacramento should change its model and appoint a professional, civilian crime analyst to manage the unit. She noted:

L.A.'s crime analysis manager has built the program for eighteen years; whereas Sacramento has had six sergeants in charge of crime analysis in ten years. With that much rotation it is impossible to have a cohesive strategy. A civilian manager has a long term vision for building the program, for example: where they want the program to be in five years, ten years and fifteen years. Technology changes so rapidly that a good crime analysis program needs an expert to stay on top of it.

Los Angeles has both a centralized crime analysis unit that handles statistics for their CompStat meetings, software purchasing, and professional research and training, and decentralized analysts in each precinct who handle tactical and some strategic crime analysis. Both the central and precinct teams are a mix of sworn and civilian staff. While this model seems to work for Los Angeles, there could be other effective models for coordinating all levels of crime analysis (tactical crime analysis, strategic crime analysis, and ad hoc crime statistics and reporting).

A professional crime analysis management function should include:

- Actively pursuing information about emerging trends, issues, and research in crime analysis;
- Managing the ad hoc requests for crime statistics and reports from outside the department;
- Developing and managing training plans for the crime analysis staff throughout the department, including staff new to the crime analysis function;
- Managing coverage of the crime analysis function when staff are absent;
- Investigating and implementing new or updated products to meet emerging needs;
- Maintaining a network of crime analysis peers from around the country for collaboration on projects to address shared issues;
- Providing strategic planning for the crime analysis function to maximize its efficiency and effectiveness;
- Pursuing opportunities for automating routine work; and
- Increasing the capacity for strategic analysis, including predictive modeling⁹.

Providing additional focus on long-term management and sophisticated software skills, and retaining, rather than rotating, the Crime Analysis Unit's expertise in professional crime analysis, will provide continuity and consistency of service and allow the Unit to advance its efficiency and effectiveness.

Recommendation 2: SPD should prioritize the continuity and skill level of staff and leadership.

Finding 2c. SPD crime analysts need additional training so they become skilled users of the crime analysis software SPD owns.

SPD provides little formal training to its analysts in using the software systems critical to crime analysis. Several SPD officials explained that the budget for training is very limited. Additionally, the department has not developed formal goals to direct analysts' development of their software skills. The analysts have learned to use the software tools mostly through their own initiative, on-the-job coaching from colleagues, and limited formal training. For example, the Police Communications Analyst responsible for CAD data extraction and reporting, has developed substantial skills in querying the CAD system and producing reports. The sworn precinct crime analysts, who must extract and analyze data from both the CAD and RMS, have had to spend a lot of time learning the ArcGIS, Crystal Reports, Information Builders and I-2 software through trial and error, with only occasional formal training. One result is that, while the analysts develop a considerable level of skill, they cannot make full use of the software the department owns. Further, although each of SPD's precinct crime analysts has taken steps to improve their skills in using SPD's software, their skills vary considerably, and there is no guiding vision to direct the development of their skills.

⁹ According to a New York Times August 15, 2011 article, Santa Cruz, California and Los Angeles, California are beginning to work with a sophisticated mathematical model to predict the ten highest-probability hot spots of the day.

Several of SPD's crime analysts have completed a three-part training in crime analysis that includes instruction in using formal predictive techniques, and at least two of them are making use of these techniques. Predictive analysis was particularly helpful in capturing a burglar responsible for a recent series of burglaries: a precinct crime analyst used a technique that plotted the recent burglaries on a map, and from that pattern identified both the likely area of residence of the suspect and the likely area of future targets. The suspect was captured, partly because of this information from the crime analyst. Though this kind of analysis has been used to some extent within SPD, it has not become routine practice among all the analysts.

The training gap described above prevents SPD from fully utilizing sophisticated and expensive software and analytic techniques that could help solve and prevent crime. Additional training and coaching for analysts would make SPD's crime reduction and prevention efforts more effective.

Recommendation 3: SPD should optimize the use of its software tools.

Conclusion 3 – Data Use: SPD Uses Crime Analysis for Tactical and Strategic Deployment and for Crime Prevention and Reduction

Finding 3a. SPD uses crime analysis data to guide the deployment of patrol officers and detectives, to implement focused policing strategies in geographic “hot spots,” and to monitor and apprehend high frequency offenders.

Crime analysis as a guide to deployment of patrol officers:

- At SPD's weekly Strategic Deployment meetings precinct captains use reports created by the precinct crime analysts to display the top crime issues in their precinct and the crime trends for ninety day periods. They then describe the strategies they are using to address the top issues.
- In interviews with us, each of the precinct captains described several recent examples of using information from the crime analysts to identify problems and inform strategic deployment of resources.
- SPD's Assistant Chief of Operations requires each watch lieutenant to identify and document a single current problem their patrol officers will focus on during the time that they are not responding to 911 calls. The policy is for each watch lieutenant to submit one form a week to their precinct captain for submittal to the Assistant Chief of Operations. The form has space for a description of the issue, a description of the planned intervention, the name of the sergeant in charge of the issue, and how progress or success will be measured.

Examples of crime analysis used in focused policing strategies in geographic hot spots:

- At the intersection of 23rd and Union, SPD used an approach that identified the location as a hot spot for drug crime and then conducted a comprehensive program of interventions to address the problem. SPD first conducted a Drug Market Initiative to clear the area of drug dealers who frequented the intersection and then followed up with a community involvement

effort that engaged various government agencies and local property and business owners in a neighborhood improvement initiative. At the time of our audit, this project has successfully eliminated the drug market from the neighborhood.

- SPD is in the planning stages of a problem-oriented policing intervention to reduce and prevent juvenile crime at the intersection of 23rd and Jackson. This could involve a partnership with researchers from George Mason University to evaluate the effort.

Crime analysis used to focus on high frequency offenders: Our office was provided with multiple examples of SPD crime analysts using data to identify high frequency offenders and link them to crime sprees and crime patterns (e.g., data on recently released offenders, offenders on parole, previous offenders, or frequent offenders).

Finding 3b. SPD uses crime data to guide the application of evidence-based crime prevention and reduction practices.

The SPD precinct crime analysts routinely produce hot spot maps, crime trend charts, and pattern analyses. These data and reports are available to SPD command staff to use in focusing resources on crime prevention efforts. Precinct captains provided us with examples of SPD's use of the evidence-based policing practices listed in Table 1 below, and we were able to observe some of these practices being applied to SPD crime prevention and reduction efforts.

Table 1. Evidence-Based Policing Practices Used by SPD

Evidence-based practice ¹⁰	SPD uses this practice
Foot patrol in hot spots	✓
Problem-oriented policing in hot spots	✓
Nuisance abatement	✓
Problem-oriented policing with proactive arrests in drug market areas	✓
Directed patrol at hot spots	✓
Proactive arrests of repeat offenders	✓
Police-probation partnership to increase supervision	✓
Increased police presence at high drug locations	✓

These evidence-based policing practices have been identified by George Mason University researchers as effective through studies using quasi-experimental design or randomized experimental design. While we gathered evidence that SPD uses these practices, we did not evaluate whether they apply them with fidelity to the approaches cited in each study.

Finding 3c. SPD uses crime data in creating crime prevention strategies.

Two of the SPD crime analysts we interviewed stated that they had visited sites with recurrent crime problems to assess whether target hardening¹¹ or Crime Prevention through Environmental Design (CPTED)¹² might be helpful in preventing further crime. The department has also used density mapping (which identifies hot spots) to identify locations for comprehensive problem-solving approaches.

¹⁰ Table 3 comes from the Evidence-Based Policing Matrix developed by Cynthia Lum, Christopher Koper, and Cody W. Telep of George Mason University.

¹¹Target hardening seeks to increase the difficulty of crime by, for example, installing physical barriers such as locks, bullet proof glass, high fences, or closed streets.

¹² Crime Prevention through Environmental Design is an approach to problem solving that considers environmental conditions and the opportunities they offer for crime or other unintended and undesirable behaviors. CPTED attempts to reduce or eliminate those opportunities by using elements of the environment to (1) control access; (2) provide opportunities to see and be seen; and (3) define ownership and encourage the maintenance of territory. [Source: the Center for Problem-Oriented Policing, Tool Guide No. 8 (2007): *Using Crime Prevention Through Environmental Design in Problem Solving*].

Conclusion 4 – Reporting: SPD Could Improve Its Crime Reporting in Response to both Internal and External Requests.

Finding 4a. SPD would improve the efficiency of its operations if it automated as many routine reports as possible.

Hours of SPD crime analysts' time are devoted to producing reports that could potentially be automated. Regular reports of similar data are required for SPD's weekly Strategic Deployment meetings, monthly Crime Capsule meetings, and for ad hoc requests from City officials and the general public. At the time of our audit only a few of the routine reports had been automated. SPD could potentially automate many of the regular or routine reports. SPD may also need to modify its document-sharing system so that automated reports are available to everyone in the department who can make use of them.

SPD has relatively new RMS and CAD systems that do not easily allow data extraction¹³ to create reports. SPD staff (including information technology [IT] staff, Communications Center staff, and crime analysts) have been learning to use software products such as Crystal Reports, Microsoft Excel, Microsoft Access, and Information Builders to extract and format reports from the RMS and CAD data. SPD established the Investigations Procedures Committee to learn the Information Builders software and use it to create regular automated reports needed for various internal audiences. However, because of limited funding, SPD staff estimate the full development and rollout of the improvements will take three to four years. SPD staff believe that working with someone with expertise in this software could shorten this time considerably.

Several jurisdictions have freed up resources to focus on strategic analysis by automating more routine reports. One example is the Charlotte-Mecklenburg Police Department, which automatically generates a weekly report showing the current week's occurrence of major crimes by beat compared to past time periods (one month, three months, one year). The command staff uses these statistics to systematically establish goals, focus resources, and monitor results. Once resources are no longer required to create routine reports, departments can assign some analysts to "bigger picture" strategic analysis and others to the tactical analysis necessary to address localized crime incidents, patterns, or sprees.

Finding 4b. SPD's response to requests for ad hoc crime statistics and reporting is inefficient.

SPD receives frequent requests from within and outside the department for specific crime data analysis and reporting beyond what is produced by the sworn precinct analysts for regular tactical and strategic purposes. These requests come from the City's elected officials and the general public. SPD, in partnership with the City's Department of Information Technology (DoIT) has made raw data on many Part I and II crimes available on the data.seattle.gov website. However, rather than simply

¹³ Several other jurisdictions we interviewed who use the same (Versaterm) system SPD uses have identical frustrations.

refer external requesters to this data, SPD responds to external requests by assigning staff in the department with database querying skills to create ad hoc reports.

There is no designated staff person to respond to requests for area and crime-specific data and reports from the RMS, particularly for what are now termed Part II crimes¹⁴ (e.g., simple assault, loitering, embezzlement, disorderly conduct, drug offenses, prostitution, sex offenses, vandalism, and weapons offenses)¹⁵. One SPD official emphasized the numerous demands from external agencies that are placed on the sworn precinct crime analysts, pulling them away from their core tactical and strategic analysis duties to conduct queries and create ad hoc crime statistics and reports. Many times these requests have quick deadlines and are given priority over the crime analysts' regular analytic duties. In the past, SPD has had positions explicitly assigned to conducting ad hoc analysis and preparing reports for use by various audiences. However, these positions have not been filled when they became vacant. According to SPD officials, this is due to budget constraints. Without staff assigned and qualified to handle the full range of requests for ad hoc crime statistics and reports, sworn precinct analysts are pulled from their core duties whenever an ad hoc request requires their skills. The quote in the text box below, from a manual on establishing crime analysis units in police departments, warns against diluting the focus of crime analysts by using them to cover resource and skill gaps in a department's staffing.

From *Enhancing the Problem Solving Capacity of Crime Analysis Units*, by Matthew White, page 4: Analysts are often asked to perform a variety of non-analytical tasks, including providing computer and software support, secretarial and administrative assistance, and audiovisual and other technological aid. They are often assigned these duties because no one else is available to do them. Consequently, much of their time is spent doing other things. Their skills become more general, rather than specialized, as their time is frittered away on a scattering of requests and demands. If analysts are to perform high order analytical tasks, they must be free from non-analytical duties. Analysts should not be used to cover for departmental shortfalls, technical or otherwise. ...Too often, crisis management and recurring obligations (e.g., weekly briefings or monthly reports), even when appropriately assigned, can prevent the development of new skills and capacities.

Furthermore, with different staff responding to these requests, the products are not consistent in quality.

SPD could address this gap by obtaining or clearly assigning staff with the necessary expertise to design and automate routine reports (including dashboards¹⁶) for audiences seeking strategic crime

¹⁴ In 2012 the Uniform Crime Reports designations of Part I and Part II crimes will be supplanted by the National Incident Based Reporting System, which includes substantially more detail about local crime statistics.

¹⁵ Appendix 9 includes an example from Albuquerque of a 2008 report displaying these lower-level crimes.

¹⁶ A dashboard provides a simple visual display summarizing key performance indicators relevant to a particular objective or business process, including information such as counts, trends, comparisons, and exceptions.

analysis and ad hoc crime statistics and reporting; this would allow the sworn precinct crime analysts to focus on tactical and strategic analysis. See Appendix 9 for some samples of automated dashboards from the Lincoln, Nebraska and Dayton, Ohio police department web sites. The web site for the Omega Group's software, CrimeView, also displays examples of clear, colorful and descriptive automated dashboards. SPD could also address this gap by increasing the amount and detail of data available on the data.seattle.gov website, offering more opportunities for people to access police data and conduct their own analysis.

Recommendation 4: SPD should maximize report automation and self-service opportunities.

Finding 4c. SPD has produced a matrix of performance measures as required by City Council Resolution 30996.

The Seattle City Council passed Resolution 30996 in July 2007 establishing 44 performance measures for SPD and requesting annual reports on the measures. See Appendix 8 for the 2010 SPD Performance Measures Report.

Appendix 4. Crime Analysis Criteria

From our research we developed the table below, which contains 73 practices, and identifies whether we found evidence that SPD engages in each practice. Some of these practices are not used by crime analysts in SPD, but are used by other SPD units such as the Community Police Teams. In summary, we found that Seattle is doing 64 of the 73 crime analysis practices. Where we found evidence that the practice is routine, we put a check mark by that practice. Where our evidence was more anecdotal, we put a \pm symbol, meaning we found examples of SPD doing the practice, but could not establish if it was widespread. In the few instances where we found no evidence SPD uses the practice, we indicated this with a minus sign (-).

Criteria for Assessing SPD Crime Analysis Function		
Key: $\sqrt{}$ = Substantial evidence Seattle does this \pm = Some evidence Seattle does this - = Little or no evidence Seattle does this		
Practice		Use by SPD
<i>From Crime Analysis for Problem Solvers in 60 Small Steps:</i>		
Become a crime expert :		
1	• Read crime reports	$\sqrt{}$
2	• Pay attention to failed crime attempts	$\sqrt{}$
3	• Track modus operandi	$\sqrt{}$
4	• Track changes in crime targets	$\sqrt{}$
Consult non-police sources:		
5	• Consult analyst colleagues in nearby forces	$\sqrt{}$
6	• Consult city code inspectors regarding blight	$\sqrt{}$
7	• Consult bar owners regarding underage drinking, poor serving practices, sloppy management	$\sqrt{}$
8	• Consult school principals regarding bullying and vandalism	$\sqrt{}$
9	• Consult small business owners regarding what is being stolen, who's hanging around	$\sqrt{}$
10	• Consult emergency room personnel regarding injuries from crime not reported to police	$\sqrt{}$
11	• Consult women's refuges or rape crisis centers regarding patterns of domestic violence	\pm
12	• Consult private security guards regarding local crime patterns	-
13	• Consult offenders regarding "how it is usually done."	$\sqrt{}$
14	Talk to officers about what they are seeing	$\sqrt{}$
15	Consult victims about details of a crime	\pm
16	Visit crime scenes	$\sqrt{}$
Know what is effective (and not) in policing		
17	• Diversified approaches (problem-solving in hot spots, problem-oriented policing, personal contacts in community policing, respectful police-citizen contacts, foot patrols)	$\sqrt{}$

Criteria for Assessing SPD Crime Analysis Function		
Key: √ = Substantial evidence Seattle does this ± = Some evidence Seattle does this - = Little or no evidence Seattle does this		
Practice		Use by SPD
From <i>Crime Analysis for Problem Solvers in 60 Small Steps</i>:		
18	<ul style="list-style-type: none"> Focused policing (focused intensive enforcement, hot-spot patrols, repeat offender investigations) 	√
19	Talk to city officials about specific crime problems	√
20	Be very crime specific	√
21	Use the problem analysis triangle: offender-place-target or victim; handler-manager-guardian	±
22	Define the problem	√
23	Study the journey to crime	√
24	Know how hot spots develop, and address worsening hot spots	√
25	Learn if the 80-20 rule applies ¹⁷	±
26	Research your problem (policing web sites, Google, other departments, academic researchers)	±
27	Formulate hypotheses	√
28	Collect your own data	√
29	Examine your data distributions	√
30	Diagnose your hot spot	√
31	Use high definition and 3-D mapping of large compounds or high-rise buildings	-
32	Pay attention to daily and weekly rhythms, temporal clustering	√
33	Take account of long term change: trends, cycles, random fluctuations, year over year	√
34	Know how to use rates and denominators, e.g., rates of crime per target	±
35	Identify risky facilities	√
36	Study repeat victimization (taxi drivers, convenience stores, similar homes)	√
37	Consider repeat offending	√
38	Know the products that are craved by thieves	√
39	Study regular reports of pawn shop transactions	√
40	Conduct case controlled studies (e.g., differences of non-troublesome bars with troublesome bars)	-
41	Look for crime facilitators (physical, chemical, or social factors that help a criminal commit crime)	√
42	Understand the crime from beginning to end	±
43	Answer what, who, when, where, why, how	√
44	Understand how predictions and judgments can fail	±
45	Embrace your role at response: Become an expert on solutions	√
46	Watch for other offenders moving in	√
47	Expect premature falls in crime: Make use of anticipatory benefits	-
48	Tell a clear story	√

¹⁷ The 80-20 rule is a phenomenon where, in theory, twenty percent of some things are responsible for eighty percent of the outcomes. In practice, it is seldom exactly 80-20, but it is always a small percentage of something or some group involved in a large percentage of some result. Source: *Crime Analysis for Problem Solvers in 60 Small Steps*, by Ronald V. Clarke & John E. Eck, step eighteen.

Criteria for Assessing SPD Crime Analysis Function		
Key: √ = Substantial evidence Seattle does this ± = Some evidence Seattle does this - = Little or no evidence Seattle does this		
Practice		Use by SPD
From Florida Atlantic University Professor Rachel Boba Santos:		
49	Make clear maps	√
50	Use simple tables	√
51	Use simple figures	√
52	Organize powerful presentations	√
53	Become an effective presenter	±
54	Consider not just numbers, but analysis: are the crimes related? Is there a pattern? Then choose a response strategy	√
55	Lieutenants check up throughout shift to see that the strategy is being carried out	±
56	Analytics are used for strategic deployment in every precinct	√
57	Invest in sufficient training of analysts	-
58	Do not overly focus on each individual crime	±
59	Crime analysts train the detectives and patrol officers they work with to understand and use the analysis the analyst produces	√
60	Crime analyst posts product in a central electronic location, and personnel are held accountable for looking for it there, rather than the analyst emailing product to everyone.	√
61	Analyst's supervisor is "high enough" in the organization chart to have clout	±
62	To support crime analysts in being objective, they report to a neutral location, not to those who are held accountable for responding to the patterns identified in the analysis (because of risk of reporting being manipulated)	±
63	Automate purely informational/statistical reports	-
64	Evaluate strategic responses	±
65	Police have capacity to map crime in their cars, so patrol officers can do analysis	-
66	Assign responsibilities for accountability. Dayton, Ohio example: <ul style="list-style-type: none"> • Repeat locations are the responsibility of sergeants • Pattern identification is the responsibility middle management (lieutenants) • Problems of a complex nature, perhaps crossing jurisdictional boundaries or precinct boundaries, are the responsibility of command staff 	√
From George Mason University Criminologist Cynthia Lum:		
67	Have a clear goal for crime analysis, and hire the right people to accomplish that goal.	±
68	Hire people with sophisticated or advanced database analysis skills	-
69	Purchase training for the software you have purchased	-
70	Crime analysis is rewarded for helping reduce crime rates, not just clearing cases	±
71	Crime analysts have more audiences than just the chief and high level statistics/information for CompStat.	√
72	Crime analysts are not just working on individual cases, but on multiple problems for the purposes of crime prevention	±
73	Constant interaction between leaders, supervisors and subordinates on the use of crime analysis	±

APPENDIX 5. Comparison of Seattle Police Department's Crime Analysis Function with Selected Features of Other Jurisdictions' Crime Analysis Functions

Jurisdiction	# of crime analysts	Civilian or sworn	Assignment by specialty or for all crime types	Precinct or centralized location
Albuquerque, NM	2	Mixed	All crime	Centralized
Anaheim, CA	3	Civilian	By specialty	No information
Anne Arundel County, MD	5 part time	Civilian	By specialty	Centralized
Arlington, TX	7	Mixed	All crime	Decentralized
Charlotte/Mecklenburg, NC	11	Civilian	By Specialty	Centralized
Chula Vista, CA	4	Mixed	By specialty	Centralized
Champaign, IL	2	Mixed	All crime	Centralized
Dayton, OH	2	Civilian	All crime	Centralized
Denver, CO	9	Civilian	No information	Mixed
Durham, NC	6	Civilian	No information	No information
Jacksonville, FL	18	Civilian	By specialty	Mixed
Los Angeles, CA	Approximately 60	Mixed	Both	Mixed
Minneapolis, MN	5+	Mixed	By specialty	Centralized
Pittsburg, PA	2	Sworn	No information	No information
Richmond, VA	7	Civilian	All crime	Mixed
Sacramento, CA	4	Mixed	All crime	Centralized
San Diego, CA	8	Civilian	All crime	Centralized
Seattle, WA	11	Mixed	All crime	Decentralized
Shawnee, KS	1	Civilian	All crime	Centralized
Vancouver, BC	17+	Mixed	By specialty	Mixed

Appendix 6. Other Jurisdictions' Sophisticated Use of Data

Chula Vista Problem Oriented Policing Analyst: Focusing on Changing Long Term Problems at Budget Motels and Problem Apartment buildings.

Chula Vista, California has a population of about 230,000, with 215 sworn officers. They have four crime analysts. One of their crime analysts, Karen Schmerler, is assigned to problem oriented policing. This analyst does no tactical analysis. In 2009 she won the Herman Goldstein award [see <http://www.popcenter.org/library/awards/goldstein/>] for reducing crime at budget motels. She started the motel project in 2001. The process of reaching out to motel owners took a long time. She used a calls-for-service-per-room ratio to set a performance standard. There was massive variation in this ratio. She picked the median number of calls for service as a standard, using the following reasoning: "If half motels are doing fine with no scrutiny, why can't the other half of motels do that as well?" The City of Chula Vista passed an ordinance saying motels had to meet the standard or they couldn't get a permit to operate from the City. Over time this approach reduced calls for service at motels by 49%, and drug arrests went down by 66%. The Chula Vista analyst, Ms. Schmerler, knew the motels weren't just suppressing calls. She concluded the motels were handling some of their own security issues (e.g., a customer who wouldn't pay) rather than calling the police.

Ms. Schmerler said abating nuisance properties is a long and expensive process. She applied the Herman Goldstein hierarchy, i.e., starting with the least coercive requirement. If that doesn't work she steps it up a level. The top of the hierarchy is regulation. This project was an example of one of the principles in problem oriented policing: focusing on risky facilities. It uses the concept that place managers¹⁸ have the most responsibility for a problem.

Since completing the problem-motel project, Ms. Schmerler applied for and won a \$350,000 grant from The U.S. Department of Justice's Bureau of Justice Assistance (BJA) to work on apartment buildings. She is looking at forty apartment complexes in Chula Vista. She researched best practices in apartment management. She started by giving managers a report card to show how they compare to the median in the city for calls for service. Then she isolated the top forty out of 340 apartments with the worst ratios. Ms. Schmerler held meetings one on one with managers in a good faith effort to help them improve, giving them information on best practices and sharing the data on calls for service to their building(s). Chula Vista is going to start putting the data on a public web site showing each call for service by apartment address and apartment number. This allows the manager to see whether there was a call to their complex, and the manager can follow up. They are trying to shift accountability and empower the managers to do the best possible screening on the front end, and if anyone is causing problems, to immediately follow up and get them to behave better or leave.

¹⁸ A place manager is a person who has some responsibility for controlling behavior in a specific location. Source: Crime Analysis for Problem Solvers in 60 Small Steps, Ronald V. Clarke and John E. Eck. U.S. Department of Justice Office of Community Oriented Policing Services.

With the motel project the Chula Vista Police Department needed a lawyer at the table to have more leverage. Ms. Schmerler has found a letter from a lawyer saying “we are going to meet with you” has an impact. During the apartment project, they are moving up the Goldstein hierarchy¹⁹. It's going faster than the motels project. She does not expect it to take five years (like the motel project), but maybe three.

Baltimore Police Integrates Data from Other Systems for Use in Problem-Solving and Measuring Outcomes

Sergeant William MacDonald, a supervisor in the Baltimore Police Department's Crime Analysis Unit, has worked to automatically feed “all of the data we can get our hands on” into their crime analysis systems. “We're not the detective in this,” MacDonald said, “but our job is to save the detective the time of going to City Hall to do the research.” Their automated data feeds include Department of Corrections' data, phone company data, and real property data. Every time there is a violent crime or shooting, the department's crime analysis unit performs a violent crime analysis that incorporates this data to assist with the investigation. In addition, Baltimore's crime analysis unit feeds both police and non-police data into its I-2 software that allows them to perform a “links analysis” that maps persons under investigation to a web of associates in a sophisticated mapping of their social networks.

The Baltimore Police Department collaborates with a number of other agencies to report to the Mayor and her cabinet on several crime-related outcomes through the City's CitiStat program²⁰. CleanStat, for example includes data on arrests for graffiti and illegal dumping as well as graffiti removal, abandoned lot cleaning, and recycling pick-up. DVStat incorporates City and state data to track the most high-risk offenders and monitor lethality. And GunStat incorporates data from Baltimore Police Department, state and federal agencies to track the trafficking and possession of illegal guns in Baltimore.

Baltimore also uses data from police and non-police sources to measure performance outcomes. Police Stat is reviewed by the command staff and includes measures for crime, internal investigations, fleet safety, human resources, warrants, financial management, and court appearances.

¹⁹ The Goldstein hierarchy is graduated series of interventions aimed at shifting responsibility for a problem from the police to a property owner or other civilian party. The least coercive step (at the bottom of the hierarchy) is education; the most coercive step is bringing a civil action. See Step 44 (page 86) of Problem Oriented Policing in 60 Small Steps.

²⁰ See <http://www.baltimorecity.gov/Government/AgenciesDepartments/CitiStat.aspx>.

Inter-jurisdictional/cross-boundary issues (ARJIS²¹ in southern California's San Diego and Imperial Counties)

The Automated Regional Justice Information System (ARJIS) was created as a joint powers agency (JPA) to share information among justice agencies throughout San Diego and Imperial Counties, California. ARJIS has evolved into a complex criminal justice enterprise network used by 71 local, state, and federal agencies in the two California counties that border Mexico. The secure ARJISnet intranet integrates more than 6,000 workstations throughout the 4,265 square miles of San Diego County. There are more than 11,000 authorized users generating more than 35,000 transactions daily.

ARJIS is used for tactical analysis, investigations, statistical information, and crime analysis. The ARJIS governance structure promotes data sharing and cooperation at all levels for member agencies, from chiefs to officers to technical staff. ARJIS is now a division of SANDAG (San Diego Association of Governments), which has enhanced opportunities at the federal and state level by providing advocacy services and enhancing funding opportunities.

ARJIS is responsible for major public safety initiatives, including wireless access to photos, warrants, and other critical data in the field, crime and sex offender mapping, crime analysis tools evaluation, and an enterprise system of applications that help users solve crimes and identify offenders. ARJIS also serves as the region's information hub for officer notification, information sharing, and the exchange, validation, and real-time uploading of many types of public safety data.

Repeat database: offender, victim, location lists from Cincinnati

The Cincinnati Police Department maintains 12-month spreadsheet with tabs for:

1. Person crime (both repeat victims and repeat suspects with offense title)
2. Business Crime (both repeat victims and repeat suspects with offense title)
3. Arrests (suspect, offense title, address of crime)
4. Calls for service (description and address)

Each spreadsheet includes the incident number, date and time.

Cincinnati's Police Department suggests using this resource to find candidates for problem oriented policing projects and applying the crime triangle, which addresses the relationship between the offender, the target/victim, and the place. Possible problem oriented policing projects include:

- Repeat offenders can be targeted for enforcement.
- Repeat targets or victims can be offered advice on capable guardianship (which includes people protecting themselves, their own belongings, and those of family members, friends, and co-workers).
- Repeat places can be given guidance for better management

Cincinnati provides a two-page instruction sheet (copy following): "Utilization of the Repeat Spreadsheet" that includes questions to ask to begin the problem solving process for each side of the triangle.

²¹ <http://www.arjis.org/WhatIsARJIS/tabid/54/Default.aspx>

UTILIZATION OF THE REPEAT SPREADSHEET

A rolling 12 month Repeat Spreadsheet has been created by CPD's Information Technology Management Unit. The spreadsheet contains information consistent with the crime triangle to be used to initiate problem solving projects. CPD can find the most up-to-date information by clicking on:

- MY COMPUTER
- H-DRIVE

The information is broken out, per District, by "Repeat Calls for Service", "Repeat Offenders/Arrests", and "Repeat Victims of Crime" (includes businesses).

The screenshot shows a spreadsheet with columns labeled A through E. Above the spreadsheet, five blue boxes with arrows point to specific columns: 'CAD #' points to column A, 'Type of Call' points to column B, 'Date' points to column C, 'Time' points to column D, and 'Address' points to column E. The spreadsheet data includes a list of calls with details like CAD number, type of call, date, time, and address. Two summary rows are highlighted: '2449 COVEYRUN SOUTH Count' with a red '6' and '2500 LANGDON FARM RD Count' with a red '6'. At the bottom, a blue bar contains the text 'Ready' and the number '29'. Below this bar, three blue boxes with arrows point to the bottom of the spreadsheet: 'Victims' points to the 'BUSINESS CRIME' tab, 'Offenders' points to the 'PERSON CRIME' tab, and 'Locations' points to the 'ARRESTS' tab.

	A	B	C	D	E
16424	P07101416	NEIGHBOR TROUBLE	4/19/2007	7:30:51 PM	2449 COVEYRUN SOUTH
16425	P07101248	POSSIBLE WANTED SUBJECT	4/19/2007	6:19:17 PM	2449 COVEYRUN SOUTH
16426	P0710521626	MENTALLY IMPAIRED - VIOLENT	2/22/2007	8:40:44 PM	2449 COVEYRUN SOUTH
16427	P070871876	POSSIBLE WANTED SUBJECT	3/29/2007	11:46:19 PM	2449 COVEYRUN SOUTH
16428					2449 COVEYRUN SOUTH Count
16429	P071010181	BE REPORT	4/20/2007	4:12:58 PM	2500 LANGDON FARM RD
16430	P071071960	CRITICAL MISSING	4/17/2007	11:21:52 PM	2500 LANGDON FARM RD
16431	P071200783	BE REPORT	4/30/2007	12:4:03 PM	2500 LANGDON FARM RD
16432	P071031122	NON-CRITICAL MISSING	4/23/2007	4:22:39 PM	2500 LANGDON FARM RD
16433	P071150164	MAKE INVESTIGATION	4/25/2007	1:58:41 AM	2500 LANGDON FARM RD
16434	P071161377	NEIGHBOR TROUBLE	4/26/2007	5:26:17 PM	2500 LANGDON FARM RD
16435					2500 LANGDON FARM RD Count
16436	P071051174	CHILD VICTIM	5/15/2007	4:00:21 PM	3222 WALWORTH AV
16437	P071151914	DRUG USE/SALE	4/25/2007	9:43:37 PM	3222 WALWORTH AV
16438	P071431953	FAMILY TROUBLE (NON-VIOLENT)	5/23/2007	10:18:41 PM	3222 WALWORTH AV
16439	P071401715	FAMILY TROUBLE (NON-VIOLENT)	5/20/2007	11:20:26 PM	3222 WALWORTH AV

Ready 29

Victims **Offenders** **Locations**



QUESTIONS TO ASK AND CONSIDER

Repeat Locations:

- If the location is an abandoned house, who is the owner? (Resource: Hamilton County Auditor)
- If the location is a public place, how is it managed/ mismanaged making it conducive for crime and/or disorder calls? (Situational Crime Prevention Techniques)
- What security practices should be put in place to reduce the problem?

Repeat Victims:

- What is the relationship between the victim and the offender?
- What crime prevention actions did the victim take or not take? (e.g. locking doors, location of parked vehicle, etc.)
- Why didn't the victim's precautions work?

Repeat Offenders:

- During analysis, more is usually learned about locations and victims than offenders.
- Who is the offender?
- What is the offender's specific M.O. for this type of offense?
- Utilize interviews with offenders to better understand criminal opportunities.
- What things or people could be put in place to limit the offender's opportunity to offend?
- What other resources are available besides jail? (e.g. social service agencies)

Tactical crime analysis product identifying a crime series



Crime Series Alert

Criminal Intelligence Section — Crime Analysis Unit

File name CSA1A

Precinct Name

Date

Bulletin prepared by: Det. Lucas — 10049 College Way N, Seattle, WA 98133 — Phone: (206) 386-9882, Fax: (206) 684-0742 Sept 22 2009

Medical/Dental Office Burglaries page 1 of 3

This series primarily affects: Seattle North Precinct Area

Number of Incidents: 20

Location: Whole Precinct

M.O.: Multiple entry methods. Basically, break in any way they can. Vice grips were found at one scene and pry marks were found at others.

Targeted Property: Primarily Dental offices but also Medical/Veterinary/Chiropractic.

Date / time first incident: 09/01/09

Date / Time last incident: 09/21/09

Suspect: Only one description from a witness available: 2 H/M's 17-21 yrs. 1 was wearing black and red jacket and blue shorts.

If the suspects continue to act as in the past they are likely to strike:

- Weekends, after business closing. Based on a few that had alarms the **early morning** hours seem likely **0200-0600**.

Other Information

- The Burglars are after small easy to carry items such as **Gold** (from the Dental Offices), **Narcotics** and **cash**.
- They are apparently willing to leave with nothing if the above mentioned items are not found.
- They will "ransack" an office by breaking inner doors, locks and drawers.
- There seems to be an average of around 6-8 per weekend.
- A DEA Narcotics purchase license was taken in a Burglary from a vet, along with a large amount of Narcotics for animals. E.g. Ketamine.
- I have created a sheet with this document that details the incidents.

Please let me know if you have had any similar incidents or if you have any knowledge of "likely to be related" Gold being sold, bought, found etc. Thank you.

Medical/Dental Office Burglaries

page 2 of 3

092109 1345 hrs

from 090109 To Present

By Det. Lucas

Case Number	Sctr	Address	Type Of Business	Date Between	Time Between	Entry Y/N	Items Taken	Method Of Entry	Notes
09-315384	L3	80 35 Ave NE	Dental Office	09/03/09 09/06/09	Alarm tripped 0658	Y	Nothing Taken	Door forced. Crowbar marks	
09-315834	L3	44 38th Ave NE	Pharmacy	09/04/09 09/06/09	1830 1745	N	Nothing Taken	Scratches on Lock No entry made	
09-316427	L3	44 38 Ave NE	Dental Office	09/03/09 09/07/09	1700 0800	Y	\$25.00 Cash	Lock "twisted Off"	
09-316463	N1	12 N 145th	Dental Office	09/06/09 09/07/09	1800 0925	Y	Unknown	Pried front door	
09-318699	L2	11 35 AVE NE	Dental Office	9/9/2009	Alarm at 0620	Y	\$10,000 in scrap gold. Camera. Silver lockbox	Man sized hole in glass. Rock Found	Footprints were found. These prints match footprints from 09-316427
09-320098	B2	80 15 AVE NW	Dental Office	09/09/09 09/10/09	1800 0615	Y	5 1 oz packets of White ingots and \$2,000 of scrap gold	Forced front door.	Recovered Vise Grip pliers, Camel cigarette butt.
09-320175	J2	53 Tallman NW	Medical Building 4 Victims	09/09/09 09/10/09	2200 0800	Y	Laptop, Prescription meds, \$50.00 cash	Back door Kicked in.	2 H/M's seen. 17/21 yrs old. 1 with Black/Red jacket, blue shorts. A print was submitted
09-322883	B3	14 VW 85 ST	Dental Office	09/11/09 09/12/09	1400 0800	Y	2-3 ounces "Gold Dental Crowns"	Entered through window on west side.	Broke into several offices and "Ransacked" the interior offices
09-325189	J3	48 nterlake Ave N	Dental Office	09/12/09 09/14/09	1600 0600	Y	Business safe was taken. Tax records and stamps inside.	Forced door lock with "vice grip type tool"	
09-320284	B3	58 15 NW	Dental Office	09/09/09 09/10/09	1600 1700	N	Nothing taken	Front door was pried	Some siding was removed

Medical/Dental Office Burglaries

page 3 of 3

092109 1345 hrs

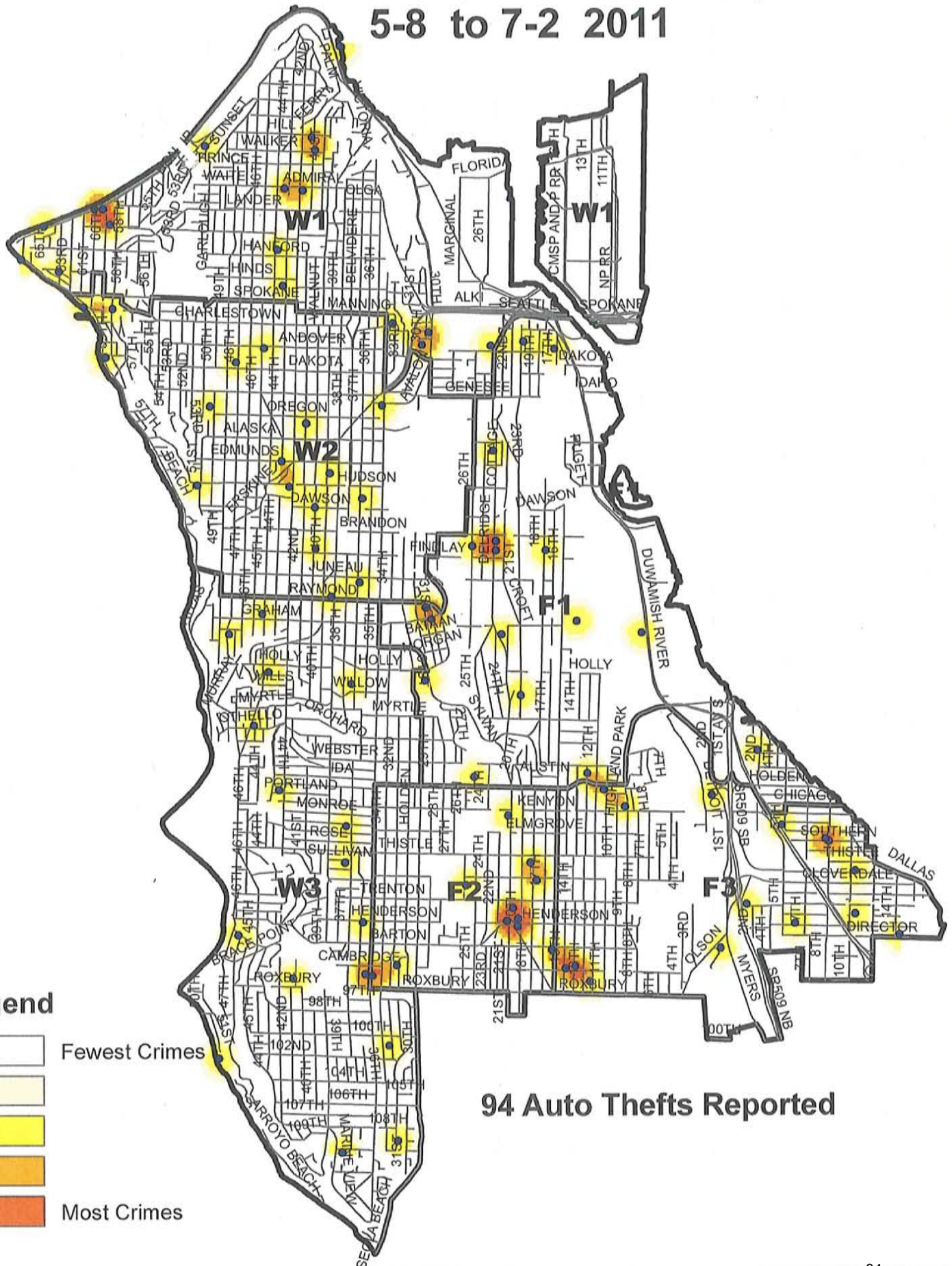
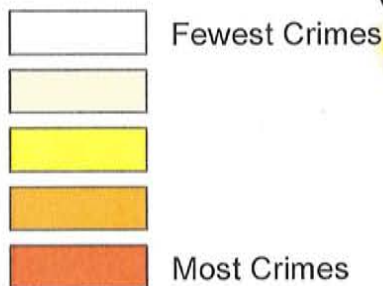
from 090109 To Present

By Det. Lucas

09-325304	L2	32	NE 125 ST	Dental Office	09/13/09 09/14/09	2000 0845	Y	Prescription Pad	Removed lock on exterior door. Forced interior door. Also broke glass on interior door	Office was "ransacked". Several print cards were submitted.
09-325178	B3	65	15 AVE NW	Veterinary Office	09/11/09 09/14/09	1730 0610	Y	Animal Narcotics, Ketamine, Valium. Valued at \$5,000 to \$10,000	Front door Lock drilled out	Also taken was Victim's DEA card which allows him to buy Narcotics
09-325351	N1	13	1 AVE NE	Dental Office	9/14/2009	Alarm tripped 0200	Y	Nothing Taken	Small NE corner Sliding window Pried	1 print entered
09-324558	N3	97	3 AVE NE	Medical Building 5 Victims	09/12/09 09/13/09	1300 1500	Y	Unknown	Multiple interior doors to separate offices were forced	1 of the Offices has video surveillance
09-326841	U2	45	3 AVE NE	Chiropractor	09/11/09 09/14/09	1830 0900	Y	Laptop Computer	No forced entry	
09-331741	N3	111	5 AVE NE	Chiropractor	09/18/09 09/19/09	1810 0820	Y	Cash and Checks Total \$505.00	Removed cylinder lock from west side main door	4 prints from cashbox submitted into evidence
09-332979	L1	121	33 AVE NE	Dental Lab	09/18/09 09/20/09	1500 0800	Y	Dental Gold \$2700.00 worth/Keys to business	Screen removed	
09-333140	B3	75	15th AVE NW	Dental Office	09/17/09 09/20/09	1700 1339	Y	Unknown at time of report	Broke out window west side ground floor	
09-333258	B3	70	15th AVE NW	Dental Office	09/19/09 09/20/09	1800 1648	Y	"Antler" knife, "Antique gun" knife, Cash \$100.00	Not Listed in report	Entire business ransacked
09-334052	N3	111	Meridian Ave N	Dental Office	09/18/09 09/21/09	1400 0845	Y	Unknown at time of report	Unknown. (Narcotics drawers were forced open)	Keys to office went missing. Unknown when.

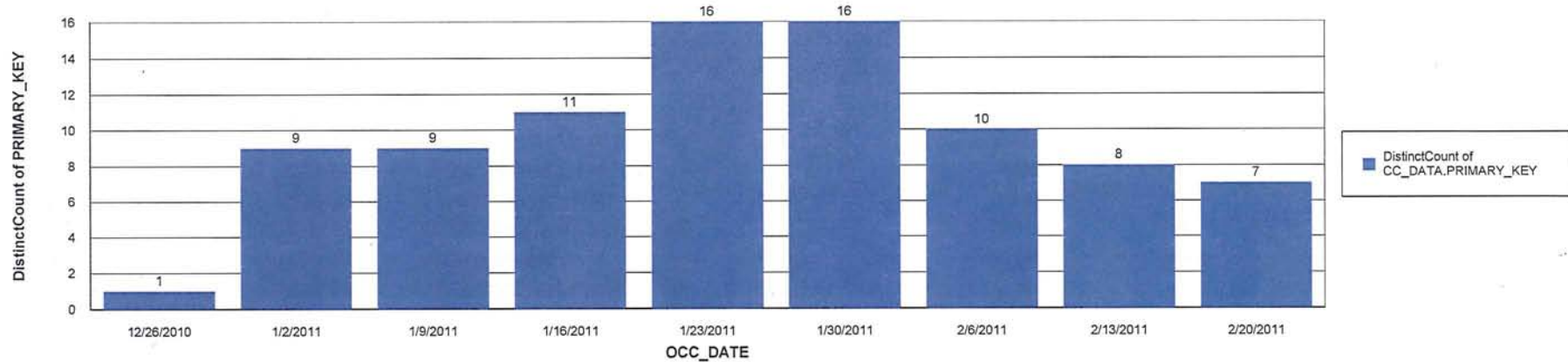
SW Precinct Auto Theft Hotspots 5-8 to 7-2 2011

Legend

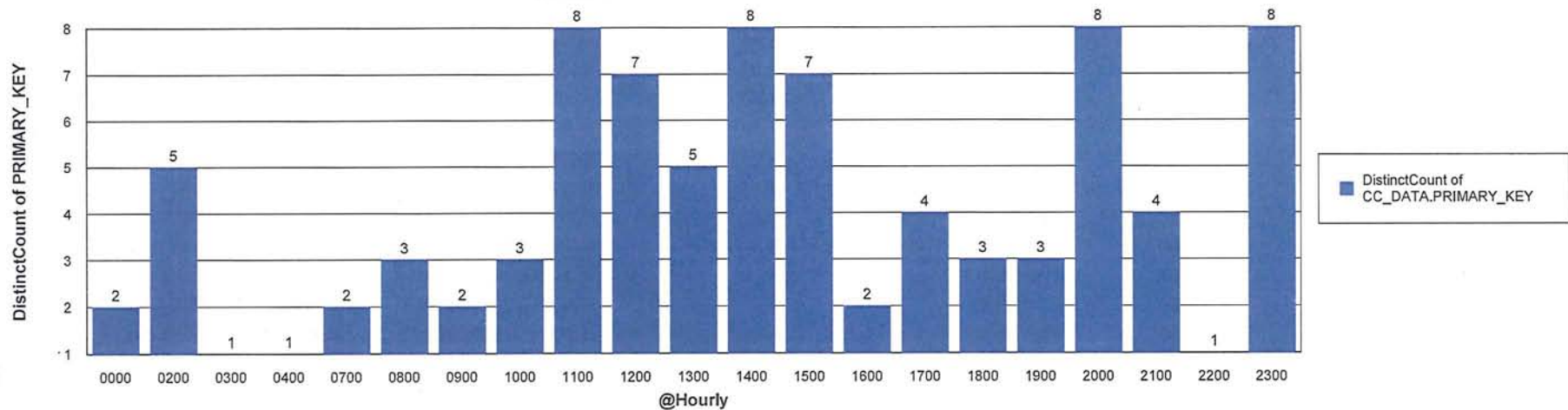


S
CAD CALL report for the period 010111 through 022511

Number of CAD CALLS per week



Times of occurrence for CAD events



This chart shows the numbers of CAD calls at a given hour for the specified time period. As with the the GO data the most common time is between 1400 and 2300 .

<u>PRIMARY KEY</u>	<u>OCC DATE</u>	<u>Time</u>	<u>ADDRESS</u>		<u>APT NO</u>	<u>HOW RECEIVED</u>	<u>CASE TYPE</u>	<u>FINAL CASE TYPE</u>
20111093	01/01/2011	21:29:59	1410	J	101	T	THEFT	065
20113154	01/03/2011	17:27:54	1410	J	406	T	STHEFT	063
20114257	01/04/2011	15:06:37	1410	J	375	O	FU	245
20114290	01/04/2011	15:33:37	1420	J	527	O	FU	245
20116064	01/05/2011	23:50:09	1410	J		O	SUSPS	281
20117347	01/06/2011	22:40:26	142	J		O	PARK	470
20117220	01/06/2011	20:24:49	141	N	311	O	WRNTM	192
20117420	01/06/2011	23:56:33	142	N		9	UNKWA1	391
20119250	01/08/2011	13:09:20	142	N		9	NUIS	220
20119648	01/08/2011	20:39:12	142	N	209	T	TBURGR	063
20119926	01/09/2011	00:52:28	141	N	311	9	SUSP	280
20119993	01/09/2011	02:13:21	142	N		9	DISTO	161
201111079	01/10/2011	07:48:38	14	N		T	TBURGR	053
201111674	01/10/2011	18:56:36	14	N	440	9	NOISED	244
201111425	01/10/2011	14:30:48	14	N		O	PREMIS	275
201112547	01/11/2011	14:46:15	14	N	460	9	DISTO	245
201115192	01/13/2011	19:29:21	14	N	527	O	FU	245
201114904	01/13/2011	14:58:40	14	N	435	9	UNKLA1	UNKLA1
201114848	01/13/2011	14:09:56	14	N		O	FU	WEAPN
201118309	01/16/2011	11:42:35	14	N	301	9	TTHEFT	130
201120089	01/17/2011	23:04:37	14	N	527	9	DISTV1	081
201119984	01/17/2011	21:33:06	14	N		O	PARK	470
201120951	01/18/2011	15:52:44	14	N		O	PREMIS	390
201121786	01/19/2011	09:11:28	14	N	665	T	TBURGC	053
201122002	01/19/2011	12:46:17	14	N	118	T	BURGC	053
201125104	01/21/2011	20:32:02	14	N	366	T	THRET	151
201124566	01/21/2011	11:31:22	142	N		9	SUSP	280
201125120	01/21/2011	20:48:57	141	N	366	T	DISTV	081
201125589	01/22/2011	04:23:03	142	N		9	NOISE	244
201125902	01/22/2011	12:39:00	142	N		T	WCHK	WCHK
201127141	01/23/2011	14:31:37	141	N		O	AUTO	071
201127165	01/23/2011	15:04:59	141	N		O	PREMIS	275
201126743	01/23/2011	02:52:52	141	N		9	DISTO	245
201128013	01/24/2011	11:30:43	14	N		O	PREMIS	390
201127842	01/24/2011	08:32:19	14	N	254	T	TFRAUD	100
201128498	01/24/2011	19:22:44	14	N	267	9	THRET	041
201129410	01/25/2011	13:22:15	14	N		O	PREMIS	275
201129106	01/25/2011	08:51:48	14	N	331	T	SUSP	280
201130846	01/26/2011	15:14:17	14	N		O	PREMIS	390

Problem facility identification page 3 of 4

PRIMARY KEY	OCC DATE	Time	ADDRESS		APT NO	HOW RECEIVED	CASE TYPE	FINAL CASE TYPE
201131930	01/27/2011	12:17:46	141	N		O	PREMIS	390
201131775	01/27/2011	09:36:59	141	N		O	PREMIS	390
201133094	01/28/2011	11:15:51	141	N	620	T	THEFT	065
201133224	01/28/2011	13:22:42	141	N		O	DISTO	DISTO
201133104	01/28/2011	11:32:20	141	N	212	T	DISTO	245
201133573	01/28/2011	18:56:18	141	N		O	PREMIS	390
201134793	01/29/2011	20:11:41	141	N	340	T	NOISED	244
201135739	01/30/2011	17:29:56	141	V	311	T	BURGR	050
201135796	01/30/2011	18:47:56	142	V	301	T	THRETV	080
201136530	01/31/2011	11:07:06	141	V		O	DAMG	130
201136842	01/31/2011	15:08:55	141	V		O	PREMIS	390
201138075	02/01/2011	14:41:01	142	V		O	PREMIS	390
201137598	02/01/2011	07:11:00	141	V	636	T	TBURGR	053
201139374	02/02/2011	15:58:53	141	N		O	PREMIS	390
201139013	02/02/2011	10:32:03	141	N		O	PREMIS	390
201141182	02/03/2011	23:33:34	141	N		A	ALARC	ALARC
201140383	02/03/2011	12:08:46	141	N		O	PREMIS	390
201139941	02/03/2011	02:05:00	141	N		T	TRESP	161
201142323	02/04/2011	21:42:49	141	N		A	ALARC	202
201142002	02/04/2011	16:34:14	14	N	366	9	PEACE	084
201141310	02/04/2011	02:32:16	14	N	430	9	SICK1	390
201141534	02/04/2011	08:43:13	14	N	610	T	BURGR	050
201142912	02/05/2011	10:14:27	14	N	636	T	BURGR	280
201144066	02/06/2011	12:33:14	14	N	325	T	DAMG	130
201145591	02/07/2011	20:13:33	14	N	461	O	WRNTM	192
201145096	02/07/2011	12:53:21	14	N		O	PREMIS	390
201144905	02/07/2011	10:10:33	14	N		O	PREMIS	390
201148160	02/09/2011	23:03:06	141	N	604	9	HARAS	245
201147732	02/09/2011	16:15:47	141	N		O	PREMIS	390
201148300	02/10/2011	03:20:16	141	N	241	T	DISTV1	081
201150106	02/11/2011	14:18:27	141	N		T	TDAMG	130
201149497	02/11/2011	02:46:18	141	N	403	T	SUSP	280
201151687	02/12/2011	20:36:08	141	N		O	SUSPS	281
201153415	02/14/2011	11:50:58	142	N		O	22	22
201154045	02/14/2011	23:13:28	141	N	253	9	DISTV	DISTV
201156821	02/17/2011	12:14:32	141	N		O	PREMIS	390
201158128	02/18/2011	14:06:49	141	V	500	9	DISTV1	082
201158395	02/18/2011	19:21:18	141	V	339	T	MISSC	363
201159547	02/19/2011	20:01:58	141	V		T	ACCI1	314

<u>PRIMARY KEY</u>	<u>OCC DATE</u>	<u>Time</u>	<u>ADDRESS</u>		<u>APT NO</u>	<u>HOW RECEIVED</u>	<u>CASE TYPE</u>	<u>FINAL CASE TYPE</u>
201159768	02/19/2011	23:32:55	14'	N	500	9	ORVIO	087
201159769	02/19/2011	23:33:31	14'	N	500	9	ORVIO1	ORVIO1
201160229	02/20/2011	11:34:49	14'	N		T	JUVR	364
201160674	02/20/2011	21:15:56	14'	N	574	T	THEFT	063
201161290	02/21/2011	13:25:24	14'	N	675	9	HARAS	041
201162655	02/22/2011	17:59:05	14'	N	565	T	SUIC	220
201163684	02/23/2011	17:51:21	14'	N		9	WEAPN	280
201164403	02/24/2011	13:24:40	14'	N	608	9	BURGR	220
201164919	02/25/2011	00:12:52	14'	N		9	SUSP	281

CarProwls North Precinct

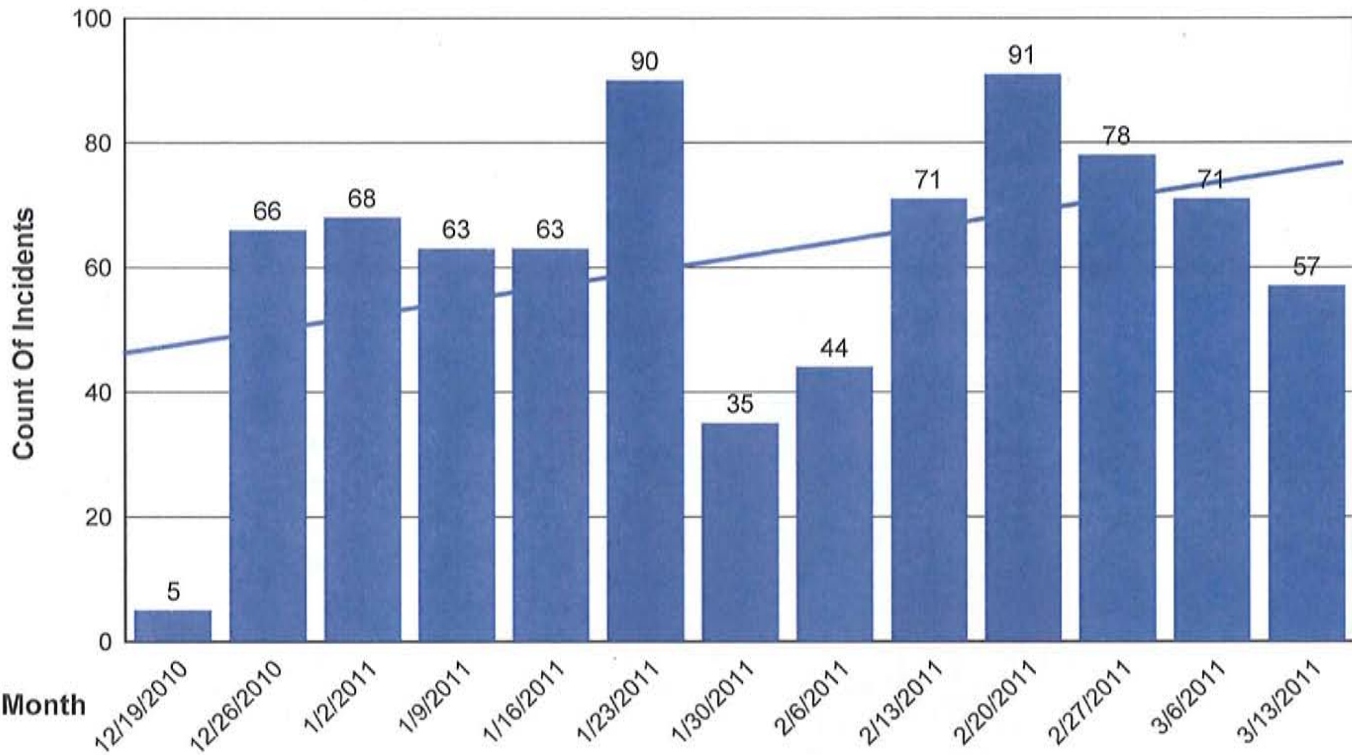
90 Day Rolling

Report Author: Jon Lucas
North Precinct CAU

3/25/2011 9:41:28AM

Trend

Page 1 of 2



Number of Incidents per week as a percentage

	12/19/20	12/26/20	1/2/2011	1/9/2011	1/16/2011	1/23/2011	1/30/2011	2/6/2011	2/13/2011	2/20/2011	2/27/2011	3/6/2011	3/13/2011	Total
Total	0.62%	8.22%	8.59%	7.85%	7.85%	11.21%	4.36%	5.48%	8.84%	11.33%	9.71%	8.84%	7.10%	100.00%
	5	66	68	63	63	90	35	44	71	91	78	71	57	802

Past Week by Zone:

	B1	B2	B3	J1	J2	J3	L1	L2	L3	N1	N2	N3	U1	U2	U3	Total
Last Full Week	12.28%	3.51%	3.51%	7.02%	3.51%	10.53%	1.75%	5.26%	3.51%	5.26%	3.51%	3.51%	14.04%	14.04%	8.77%	100.00%
	7	2	2	4	2	6	1	3	2	3	2	2	8	8	5	57

By Crime Type

	THEFT-AUTOACC	THEFT-CARPROWL	Total
Total	13.45%	86.55%	100.00%
	108	695	803

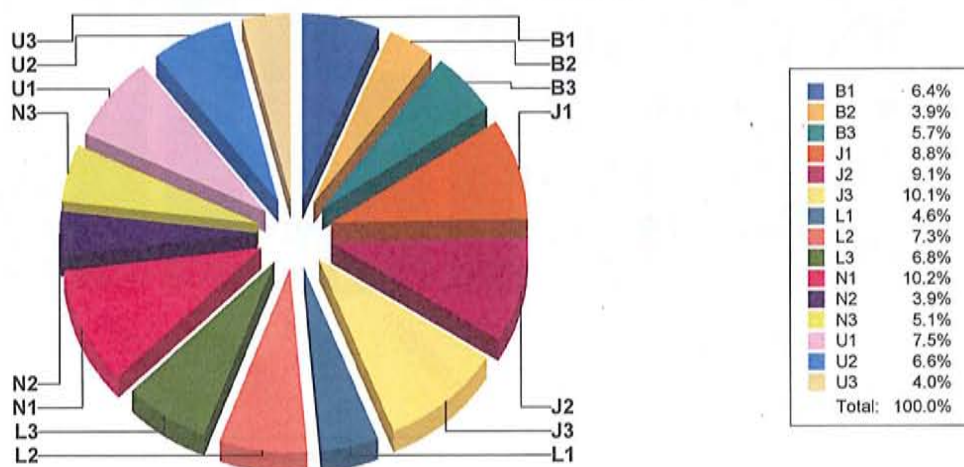
90 Day By Zone:

	B1	B2	B3	J1	J2	J3	L1	L2	L3	N1	N2	N3	U1	U2	U3
Total	6.35%	3.86%	5.73%	8.84%	9.09%	10.09%	4.61%	7.35%	6.85%	10.21%	3.86%	5.11%	7.47%	6.60%	3.99%
	51	31	46	71	73	81	37	59	55	82	31	41	60	52	32

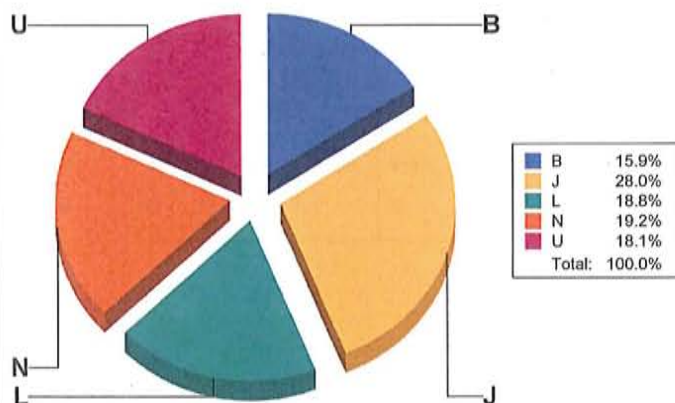
Strategic crime analysis product

	10	11	Total
THEFT-AUTOACC	1	107	108
THEFT-CARPROWL	65	630	695
Total	66	736	802

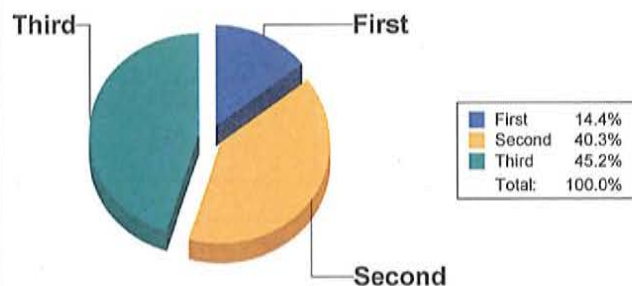
90 Day Carprows By District



90 Day CarProws By Sector



90 Day CarProws By Watch



Top Addresses/Locations for Activity

SW Pct - June 2011

Per CAD ("Onview" and cancelled calls excluded)

		Total
Total SW CAD for Current Month (Excludes Onview)		2159
80	FAUNTLEROY WY SW	22
28	SW BARTON ST	11
26	SW BARTON ST	10
37	SW 99 ST	7
94	14 AV SW	7
32	SW GRAHAM ST	6
35	V SW / SW MORGAN ST	6
37	CALIFORNIA AV SW	6
41	51 AV SW	6
45	SW ADMIRAL WY	6



Seattle Police Department Crime Analysis Unit

Mary Sector Car Prowl Risk April through May 2011
Date: April 5, 2011

Prepared by: Detective Bob Adams
West Precinct Crime Analysis
206-684-8907
Approved by Sgt. Verhaar

The goal of this analysis is to identify those areas of Mary Sector that are at the highest risk for car prowls incidents for the months of April through May of 2011. This is accomplished by using "risk factors" commonly associated with car prowls.

Risk factors used for Mary Sector are:

CRIME RELATED RISKS:

- Car prowls incidents for April and May of 2010.
- Last known residence addresses for car prowls suspects in Mary sector.
- Auto theft incidents for April and May of 2010.
- Narcotic arrests for April and May of 2010.

INFRASTRUCTURE RISKS:

- Parking lot locations
- Bus stop locations

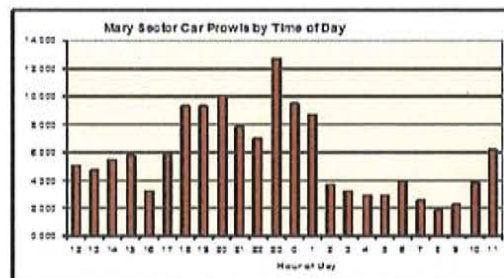
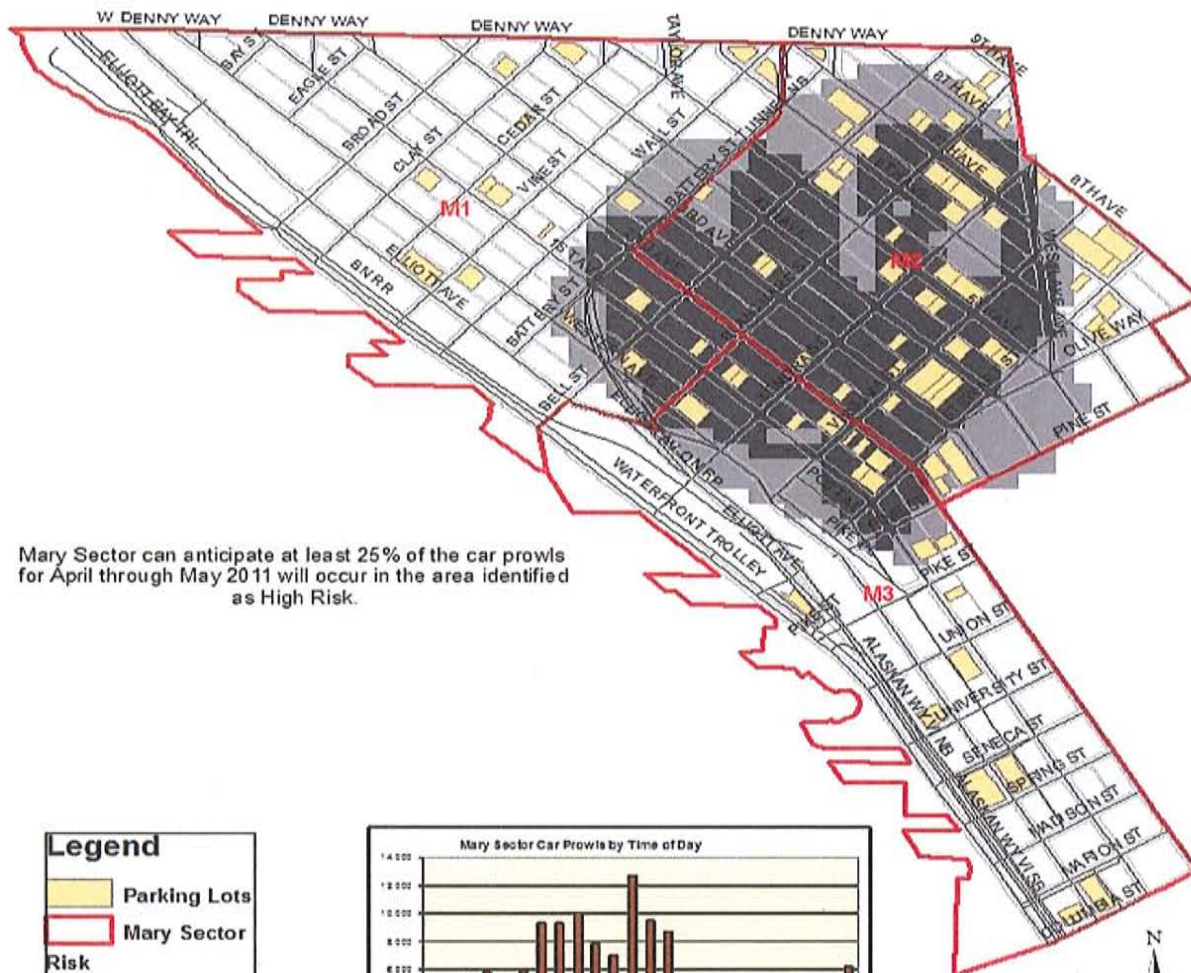
The resulting analysis identifies the areas of highest risk, where at least 25% of the new car prowls may occur. Attached is a map identifying those areas, with a chart identifying the most probable time of day the car prowls may occur. Also attached is a list of known car prowls suspects, with available photographs, that have a last known address within Mary Sector.



Seattle Police Department Criminal Information Bulletin

Date: April 5, 2011

Mary Sector Car Prowl



Prepared by: Det. Bob Adams
West Precinct Crime Analysis



Seattle Police Department
Criminal Information Bulletin

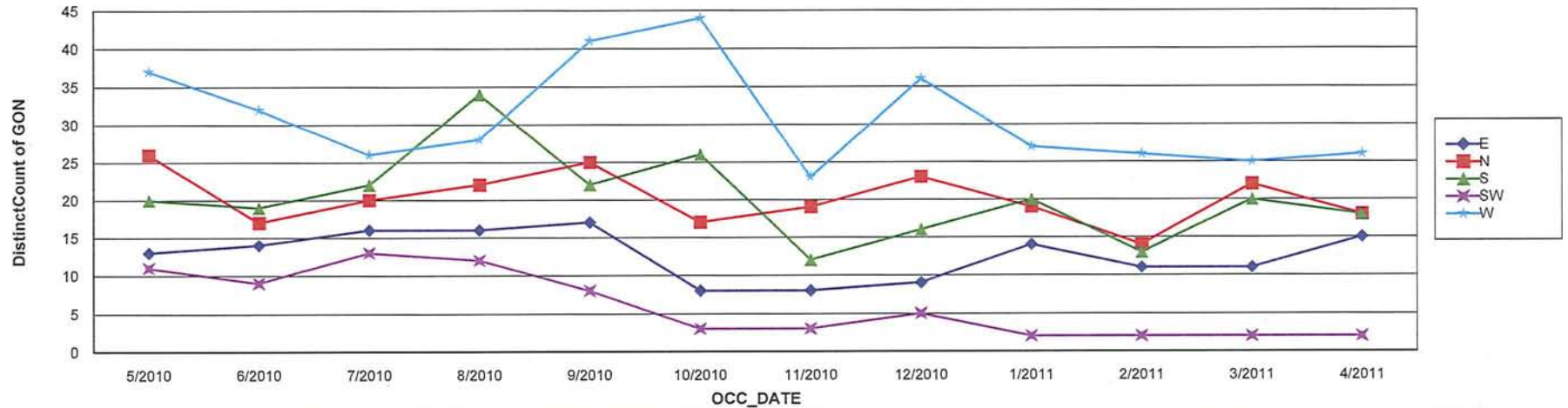
Date: April 5, 2011

Mary Sector Car Prowl Suspects:
Information Only
No Probable Cause
Custody/Address Status has not been verified.

Suspect Information removed

Strategic crime analysis product

2010-2011 Precinct Aggravated Assault (Excludes Child and DV)



	5/2010	6/2010	7/2010	8/2010	9/2010	10/2010	11/2010	12/2010	1/2011	2/2011	3/2011	4/2011
E	13	14	16	16	17	8	8	9	14	11	11	15
N	26	17	20	22	25	17	19	23	19	14	22	18
S	20	19	22	34	22	26	12	16	20	13	20	18
SW	11	9	13	12	8	3	3	5	2	2	2	2
W	37	32	26	28	41	44	23	36	27	26	25	26

2010

	1/2010	2/2010	3/2010	4/2010	5/2010	6/2010	7/2010	8/2010	9/2010	10/2010	11/2010	12/2010
E	10	14	13	18	13	14	16	16	17	8	8	9
N	17	17	20	20	26	17	20	22	25	17	19	23
S	17	9	13	13	20	19	22	34	22	26	12	16
SW	9	6	5	9	11	9	13	12	8	3	3	5
W	29	15	24	23	37	32	26	28	41	44	23	36

2010 AND 2011 TOTALS

	2010	2011
E	156	51
N	243	73
S	223	71
SW	93	8
W	358	45 ¹⁰⁴

Data through 6/25/2011

Data obtained from repositl on 6/27/2011 at approximately 5:00 hours

Burglary - Residential**2011 by Month**

January 2011	102
February 2011	61
March 2011	88
April 2011	60
May 2011	86
June 2011	63

BURGLARY-FORCE-RES 45

BURGLARY-NOFORCE-RES 18

43 percent change April to May

Year-to-Date 2010 and 2011

1/1/2010 - 6/25/2010 578

Average per month: 97

1/1/2011 - 6/25/2011 460

Average per month: 77

-20 percent change 2010 to 2011

Week-to-Week

6/12/2011 - 6/18/2011 16

6/19/2011 - 6/25/2011 12

-25 percent change week to week

Burglary - Non-Residential**2011 by Month**

January 2011	28
February 2011	30
March 2011	15
April 2011	46
May 2011	21
June 2011	20

BURGLARY-FORCE-NONRES 14

BURGLARY-NOFORCE-NONRES 6

-54 percent change April to May

Year-to-Date 2010 and 2011

1/1/2010 - 6/25/2010 130

Average per month: 22

1/1/2011 - 6/25/2011 160

Average per month: 27

23 percent change 2010 to 2011

Week-to-Week

6/12/2011 - 6/18/2011 6

6/19/2011 - 6/25/2011 3

-50 percent change week to week

Theft - Auto Accessories / Auto Parts / Carprowl

2011 by Month

January 2011	101
February 2011	85
March 2011	96
April 2011	78
May 2011	116
June 2011	53

49 percent change April to May

Year-to-Date 2010 and 2011

1/1/2010 - 6/25/2010	666
1/1/2011 - 6/25/2011	529

Average per month: 111

Average per month: 89

-21 percent change 2010 to 2011

Week-to-Week

6/12/2011 - 6/18/2011	12
6/19/2011 - 6/25/2011	12

0 No change

Vehicle Theft

2011 by Month

January 2011	56
February 2011	48
March 2011	80
April 2011	94
May 2011	96
June 2011	62

2 percent change April to May

Year-to-Date 2010 and 2011

1/1/2010 - 6/25/2010	406
1/1/2011 - 6/25/2011	436

Average per month: 68

Average per month: 73

7 percent change 2010 to 2011

Week-to-Week

6/12/2011 - 6/18/2011	20
6/19/2011 - 6/25/2011	14

-30 percent change week to week

SEATTLE POLICE DEPARTMENT CRIME STATISTICS

Table 1. Major Crimes in Seattle by Month, 2011 compared with 2010

Major Crimes	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD in 2011	YTD in 2010	% chg fr 2010
Homicide	1	1	1	0	0	1	5	2					11	9	22%
Rape	8	8	4	5	7	10	12	14					68	62	10%
Robbery	111	95	128	105	107	120	120	119					905	981	-8%
Aggrav Assault	159	124	158	172	170	166	201	225					1375	1308	5%
Total Violent	279	228	291	282	284	297	338	360					2359	2360	0%
Burglary	642	471	539	541	578	487	520	577					4355	4215	3%
Larceny	1743	1464	1696	1624	1924	1884	1785	2052					14172	15920	-11%
Vehicle Theft	240	204	246	278	328	327	392	310					2325	2459	-5%
Total Property	2625	2139	2481	2443	2830	2698	2697	2939					20852	22594	-8%
Total Major Crimes	2904	2367	2772	2725	3114	2995	3035	3299					23211	24954	-7%

Appendix 8: Seattle Police Department 2010 Performance Report

Page 1 of 5

Major Performance Dimension	Specific Measure within Dimension	2010 Result	2009 Result	2008 Result	2007 Result	2006 Result	Comments
1. Reducing Crime							
	Part I Violent Crimes reported to police	3517	3861	3447	3667	4146	Reported violent crimes decreased 9% in 2010 from the 2009 level.
	Homicides per 100,000 population	3.1	3.7	5.1	4.1	6.2	Homicides were down in 2010 by 14% when compared with 2009, posting the lowest level since 1956.
	Rapes per 100,000 population	15.7	17.0	21.2	15.5	21.9	Rapes decreased 6% in 2010 from the level in 2009, registering 27% lower than the ten-year average.
	Robberies per 100,000 population	233.5	298.7	271.8	259.9	288.4	Robberies decreased 20% in 2010 from the level in 2009.
	Robberies with guns per 100,000 population	40.2	58.0	47.4	46.1	47.9	Robberies with firearms were down 30% in 2010 from the level in 2009.
	Aggravated assaults per 100,000 population	322.4	324.2	283.3	346.8	401.7	Aggravated assaults in 2010 were about even with 2009, increasing by 1%.
	Aggravated assaults with guns per 100,000	35.1	36.7	41.3	46.9	58.3	Assaults with firearms were down 2% in 2010 from the level in 2009.
	Part I Property Crimes reported to police	33,186	35,090	32,820	33,960	39,553	Reported property crimes in 2010 decreased 5% from the level in 2009.
	Residential burglaries per 100,000 population	652.8	715.0	704.0	742.5	937.2	Residential burglaries decreased 7% from the level in 2009, posting 8% lower than the ten-year average.
	Commercial burglaries per 100,000 population	401.0	403.2	392.6	279.2	361.1	Commercial break-ins were about even with 2009, up 1%.
	Auto thefts per 100,000 population	564.2	547.7	619.7	985.0	1407.9	Vehicle thefts in 2010 increased 5% from 2009, but were still 50% lower than the ten-year average from 2001-2010.
	Larceny/thefts per 100,000 population	3804.6	4182.5	3818.2	3795.6	4136.9	Larcenies in 2010 were down 7% from the level in 2009.
	Patrol officer time in proactive efforts				N/A		Mechanics and protocols for measure still being refined.

Appendix 8: Seattle Police Department 2010 Performance Report

Page 2 of 5

Major Performance Dimension	Specific Measure within Dimension	2010 Result	2009 Result	2008 Result	2007 Result	2006 Result	Comments
2. Reducing Fear of Crime and Increasing the Sense of Security							
	% residents feeling safe/very safe walking alone in neighborhood at night	N/A no survey in 2010.	79%	N/A no survey in 2008	77%	62% (2005)	Findings from biennial community telephone survey.
	% residents avoiding certain parts of city because of fear of crime	N/A no survey in 2010	59%	N/A no survey in 2008	56%	N/A	Findings from biennial community telephone survey. New question in the 2007 survey, so no prior data available.
	% residents saying crime increased in last two years	N/A no survey in 2010	26%	N/A no survey in 2008	21%	15% (2005)	Findings from biennial community telephone survey.
3. Increasing Traffic Safety							
	# of pedestrian traffic fatalities	11	12	10	6	12	Pedestrian fatalities were about even with 2009.
	# of fatalities from vehicle accidents	16	16	12	11	36	Data on fatalities from vehicle accidents reflect incidents involving bicycles and motorcycles as well as vehicle-to-vehicle accidents.
	# of serious pedestrian injuries	16	18	25	18	37	Serious pedestrian injuries declined again from their peak level in 2008.
	# of serious injuries from vehicle accidents	47	46	55	47	69	Data on injuries reflect incidents involving bicycles and motorcycles as well as vehicle to vehicle.
4. Increasing Safety in Public Places							
	Part I Violent Crimes in major parks	149	185	150	205	230	Violent crimes in city parks in 2010 returned to the level in 2008, down 19% from 2009.
	Reported robberies in major parks	77	40	83	90	106	Robberies were up markedly (almost double from 2009), but below previous years.
	Reported aggravated assaults in major parks	68	81	60	107	111	Serious assaults in parks were down 16% from the level in 2009.
	Reported drug offenses in major parks	194	255	233	277	245	Drug offenses in parks in 2010 were down 24% from the level in 2009.
	Felony drug sales reported in major parks	69	74	N/A	N/A	N/A	Drug sales in parks were down 7% in 2010 from the level reported in 2009.

Appendix 8: Seattle Police Department 2010 Performance Report

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Major Performance Dimension	Specific Measure within Dimension	2010 Result	2009 Result	2008 Result	2007 Result	2006 Result	Comments
5. Providing Good Customer Service By Responding to Calls and Attending to Community Needs							
	Response time to priority 0 and 1 calls to 9-1-1.	6.1 minutes	6.5 minutes	7.2 minutes	7.0 minutes	7.2 minutes	Average response time to the highest priority events was the lowest in five years.
	% responses to 0 and 1 calls within 7 minutes	68.4%	65.6%	N/A	N/A		Note correction to metric previously reported for 2009.
	% residents that agree or agree strongly that police do a good job preventing crime.	N/A no survey in 2010	77%	N/A no survey in 2008	74%	72% (2005)	Findings from biennial community telephone survey.
	% those reporting crimes who were satisfied or very satisfied with police handling of situation	N/A no survey in 2010	66%	N/A no survey in 2008	66%	70% (2005)	Findings from biennial community telephone survey.
	% those reporting non crime emergencies who were satisfied or very satisfied	N/A no survey in 2010	85%	N/A no survey in 2008	83%	73% (2005)	Findings from biennial community telephone survey.
	% residents satisfied or very satisfied, when stopped while driving	N/A no survey in 2010	77%	N/A no survey in 2008	74%	60% (2005)	Findings from biennial community telephone survey.
6. Holding Offenders Accountable							
	Clearance rate for robbery	24.7%	22.5%	11.9%	27.3%	27.9%	The SPD clearance rate is above that of comparably sized cities, ¹ which in 2009 was 22.5%
	Clearance rate for aggravated assault	51.4%	38.5%	12.3%	45.2%	47.2%	The clearance rate in comparably sized cities for 2009 was 52.1%.

¹ SPD uses the subset of Population Group I in the FBI Uniform Crime Reports (UCR) that includes jurisdictions in the population band 500,000 to 999,999, of which there are 21 with comparable data. It should also be noted that the benchmark data are lagged a year since the comparable year data are not available until the UCR is completed in summer or fall of the following year.

Appendix 8: Seattle Police Department 2010 Performance Report

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Major Performance Dimension	Specific Measure within Dimension	2010 Result	2009 Result	2008 Result	2007 Result	2006 Result	Comments
	Clearance rate for residential burglary	8.4%	7.3%	3.6%	10%	9%	National data do not disaggregate residential burglary clearance rates. The SPD total burglary clearance rate was lower than that in comparable cities, which was 9.2% in 2009.
	Clearance rate for vehicle theft	6.6%	5.2%	2.9%	9.3%	8.7%	The clearance rate of comparably sized cities in 2009 was 8.7%.
7. Using Authority and Force Fairly and Only as Reasonably Necessary							
	Sustained complaints of unnecessary force	0	0	0	2	1	In 2010, there were 88 complaints of unnecessary force containing 146 allegations, compared with 68 complaints containing 105 allegations in 2009.
	Sustained complaints of standards/duties violations	11	11	6	8	N/A	In 2010, there were 131 complaints classified as violations of standards and duties, containing 235 allegations, compared with 84 complaints containing 117 allegations in 2009.
	Sustained complaints of biased policing	0	0	0	0	0	OPA continues to receive relatively few complaints of biased policing. In 2010, there were three complaints of biased policing containing six allegations, compared with four complaints of biased policing with a total of six allegations in 2009.
	% OPA investigations completed within 120 days	83%	94%	93.5%	97.4%	N/A	This statistic computes investigative time only and does not include administrative processing time or time spent by the OPA Director, OPA Auditor or Chain of Command in reviewing a completed investigation. Average investigation time in 2010 was 81 days as compared with 68 days in 2009. Overall 83% of cases met the 120-day timeline in 2010 as compared to 94% of cases in 2009. Twenty-six (26) cases exceeded the 120-day timeline for investigation. The 20% increase in OPA complaints filed and in the number referred for full investigation undoubtedly contributed to the increase in investigative time.
	Number of officer-involved shootings	6	9	2	4	5	Three officer involved shootings in 2010 resulted in fatalities.

Appendix 8: Seattle Police Department 2010 Performance Report

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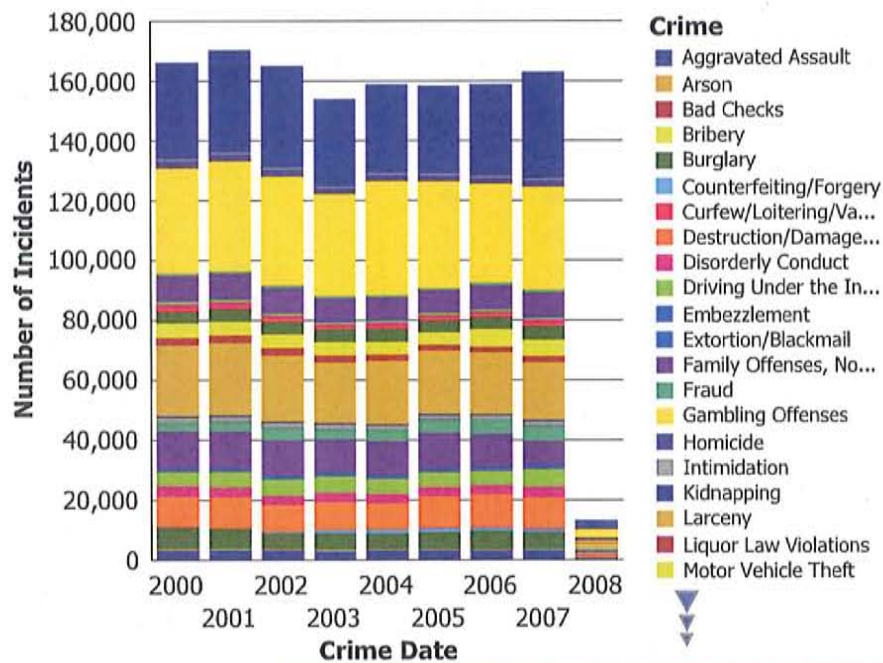
Major Performance Dimension	Specific Measure within Dimension	2010 Result	2009 Result	2008 Result	2007 Result	2006 Result	Comments
8. Strengthening Emergency Prevention and Response							
	Number of preparedness exercises conducted	13	12	10	7	7	<p>These exercises included:</p> <ul style="list-style-type: none"> • Sound Shake 2010 Functional • Winter Storm Response Tabletop • Interagency Biological Restoration Demo Tabletop • City Clerk Workshop • Bank of America Tabletop • Patient Tracking Workshop • Radiation Injury Treatment Network Tabletop • Strategic Workgroup Consolidated Action Plan Workshop • Response and Recovery Workshop • Winter Weather Workshop • Landslide Response Workshop • Peacewinds Workshop • Radiological Response TTX <p>OEM also conducted 217 preparedness classes for community members with over 10,300 participants.</p>
	Number of officers trained for critical incident response	1,236	1,241	1,041	863	N/A	The total represents the full range of response training, including CBRNE, rapid response, ICS, and response to specific scenarios.
9. Using Public Resources Efficiently and Effectively							
	Per capita cost of police department	\$389	\$383	\$391	\$364	\$343	Statistic is based on actual expenditures of funds from all sources (including grants). Please note that the 2008 - 2010 figures have been inflation-adjusted to 2007 dollars.
	% time staffing goals are met in precincts				N/A		Measure is deferred until Department implements new shift structure.

Albuquerque, New Mexico

Crime Statistics by Year

[Return](#)

To view the months in a given year, just click the YEAR (example: 2005) in either the graph or the spreadsheet.



Number of Incidents	2000	2001	2002	2003	2004	2005	2006	2007	2008	Crime Date
Aggravated Assault	3,159	3,314	3,200	2,979	3,127	3,158	3,065	3,220	251	25,473
Arson	207	214	191	132	122	128	129	120	10	1,253
Bad Checks	118	71	84	62	92	85	59	68	1	640
Bribery	158	110	97	105	120	76	71	88	4	829
Burglary	7,315	6,760	5,595	5,681	5,359	5,815	6,476	5,722	439	49,162
Counterfeiting/Forgery	18	10	252	1,010	1,240	1,273	959	980	72	5,814
Curfew/Loitering/Vagrancy Violations	39	47	84	55	50	44	36	120	2	477
Destruction/Damage/Vandalism of Property	10,156	10,437	8,810	9,212	8,742	10,632	11,064	10,563	932	80,548
Disorderly Conduct	3,508	3,343	3,109	3,157	3,036	3,017	2,959	3,377	224	25,730
Driving Under the Influence	4,656	5,057	5,398	5,520	5,123	4,920	4,788	5,907	471	41,840
Embezzlement	1,130	1,128	1,198	1,071	1,039	1,092	1,160	1,164	96	9,078
Extortion/Blackmail	16	13	8	7	10	23	22	25	1	125
Family Offenses, Non-Violent	12,480	12,405	11,878	11,339	11,509	12,181	11,218	8,279	589	91,878
Fraud	2,945	3,385	4,201	3,182	3,788	4,345	4,852	5,150	480	32,328
Gambling Offenses	5	1	1	5	2	1	3	1	0	19
Homicide	39	39	61	43	37	45	42	50	0	356
Intimidation	1,590	1,538	1,661	1,632	1,481	1,335	1,211	1,308	112	11,868
Kidnapping	506	464	420	458	449	467	457	477	42	3,740
Larceny	23,623	24,159	21,947	20,211	21,111	21,196	20,709	19,298	1,798	174,052
Liquor Law Violations	2,558	2,487	2,599	2,429	2,080	1,955	1,838	2,056	171	18,173

Aug 3, 2011

- 1 -

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Albuquerque, NM

Crime Statistics by Year

[Return](#)

To view the months in a given year, just click the YEAR (example: 2005) in either the graph or the spreadsheet.

Number of Incidents	2000	2001	2002	2003	2004	2005	2006	2007	2008	Crime Date
Motor Vehicle Theft	4,863	4,623	4,520	4,527	4,289	4,198	5,891	5,429	510	38,850
Narcotics Offenses	3,766	4,152	4,161	4,102	4,261	3,883	4,023	4,462	292	33,102
Pornography/Obscene Material	3	1	0	1	1	1	4	0	1	12
Prostitution	570	443	485	310	488	340	384	376	12	3,408
Rape	286	254	323	296	255	301	301	320	28	2,364
Robbery	1,610	1,627	1,341	1,119	1,267	1,178	1,192	1,450	138	10,922
Runaway (Not a Crime)	940	780	657	567	621	697	701	696	46	5,705
Sex Offenses/Forcible	443	455	511	447	525	469	611	534	52	4,047
Sex Offenses/Non-Forcible	12	17	29	20	19	13	18	33	0	161
Simple Assault	8,102	8,271	8,048	7,655	7,335	7,101	7,350	7,991	607	62,460
Stolen Property Offenses	763	725	796	748	714	640	811	803	43	6,043
Traffic Offense	35,204	36,803	36,352	34,088	38,116	35,773	33,222	34,408	2,721	286,687
Trespass of Real Property	2,469	2,397	2,392	1,926	2,074	2,026	1,934	2,273	163	17,654
Weapons Law Violations	627	635	593	560	663	548	543	551	40	4,760
All Other Offenses	32,192	34,158	33,958	29,184	29,595	29,265	30,615	35,591	2,777	257,335
Crime	166,076	170,323	164,960	153,840	158,740	158,221	158,718	162,890	13,125	1,306,893

You may export the complete report to a PDF or XML file, or Excel spreadsheet, using one of the icons in the upper right corner.



2010 Crime in Washington

ABERDEEN P.D.

* 12 months of data provided in 2010

Agency

ABERDEEN P.D.

ADAMS CO. S.O.

AIRWAY HEIGHTS P.D.

ALGONA P.D.

ANACORTES P.D.

ARLINGTON P.D.

ASOTIN CO. S.O.

ASOTIN P.D.

AUBURN P.D.

BAINBRIDGE ISLAND P.D.

BATTLE GROUND P.D.

BELLEVUE P.D.

BELLINGHAM P.D.

BENTON CO. S.O.

BINGEN P.D.

BLACK DIAMOND P.D.

BLAINE P.D.

BONNEY LAKE P.D.

BOTHELL P.D.

BREMERTON P.D.

BREWSTER P.D.

BRIER P.D.

BUCKLEY P.D.

BURIEN P.D.

BURLINGTON P.D.

CAMAS P.D.

CARNATION P.D.

Total Offenses

Violent Offenses

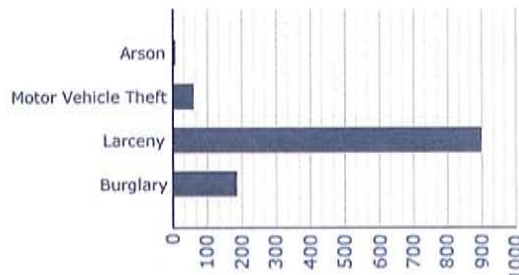
Property Offenses

Arrests

Domestic Violence

Hate Crime

Property Crime ABERDEEN P.D.



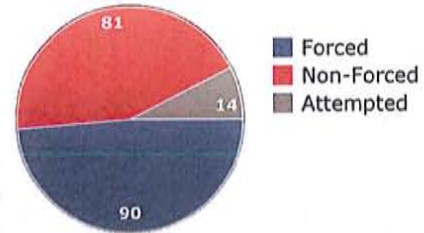
Larceny = 898

Arson = 7

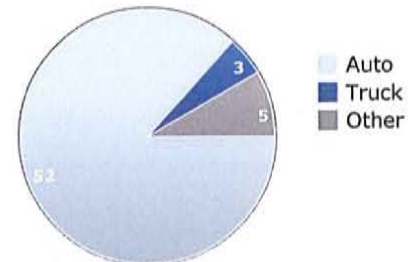
Stolen Values: \$667,894

Recovered Values \$232,781

Burglary By Type



Motor Vehicle Theft By Type of Vehicle



InterLine

lincoln.ne.gov



Lincoln Police Department
Lincoln, Nebraska

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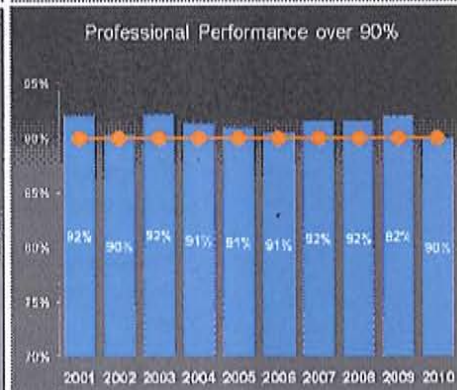
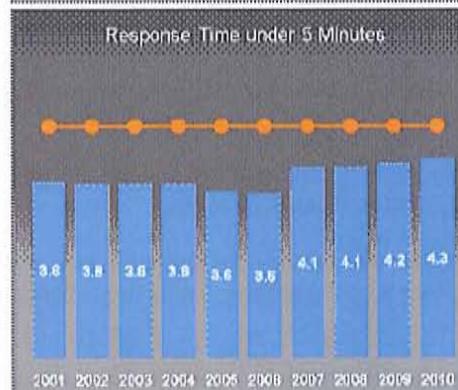
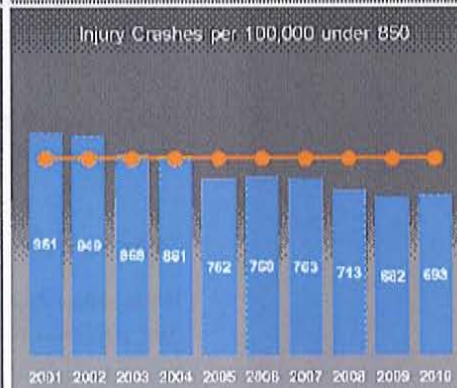
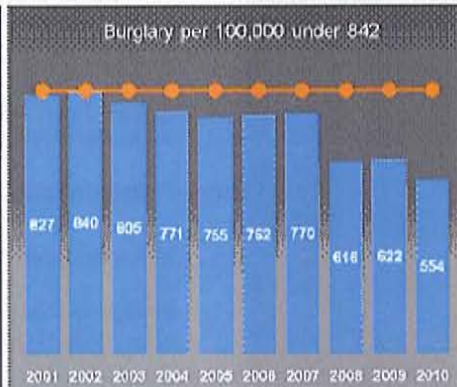
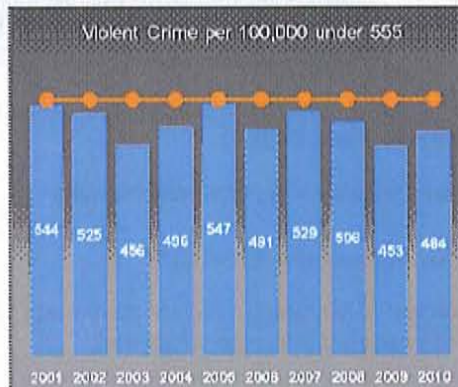
Dashboard

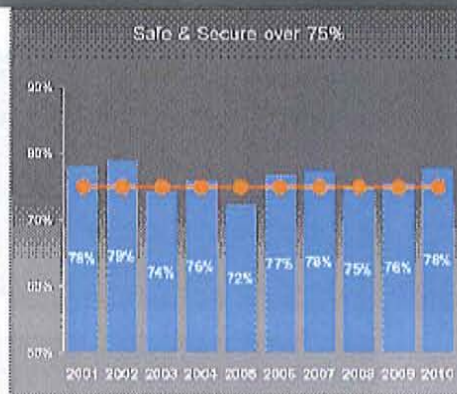
Documents & Publications

Related Links

Crime Stoppers

Press Releases





This dashboard presents the status of the Lincoln Police Department's performance indicators, as described in the City's Outcome-Based Budget.

City of Lincoln Outcome Priority 1: Safety and Security

Priority Goal 1: Maintain a Low Crime Rate

Progress Indicator 1. Maintain a violent crime rate 25% under the average for similar-sized cities (555 offenses per 100,000 residents).

Progress Indicator 2. Maintain a burglary rate of no more than 842 offenses per 100,000 residents (20% below the average for all cities within 50,000 of Lincoln's population).

Progress Indicator 3. Maintain a case clearance rate of at least 24% (the national average is 20%).

Priority Goal 3: Traffic Safety

Progress Indicator 1: Maintain an injury traffic crash rate of no more than 850 crashes per 100,000 residents.

City of Lincoln Outcome Priority 4: Livable Neighborhoods

Priority goal 2: Reduce neighborhood disorder by providing services that abate nuisances, solve issues, resolve conflict and support the quality of life.

Progress Indicator 1: Maintain an average response time to all priority one and priority two dispatches of no more than 5 minutes.

Progress Indicator 2: Maintain an average score of 90% in response to the Lincoln Police Quality Service Audit question: "Was the officer's performance professional in every way?"

Progress Indicator 3: Maintain a positive response rate of 75% on the Lincoln Police Quality Service Audit question: "How safe and secure do you feel in the neighborhood where you live?"





MONTHLY CRIME BRIEF

MARCH 2006



Calls For Service

This Month	Last Month	Last Year
5607 (181)*	5249 (187)	5476 (177)

Cases

This Month	Last Month	Last Year
2466 (80)	2228 (80)	2539 (82)

UCR Part I/II/III Crimes**

	This Month	Last Month	Last Year
Part I Violent	6	5	8
Part I Property	287	255	279
Total I/II/III	785 (25)	683 (24)	817 (26)

Top UCR Part I Violent Crimes

This Month	Last Month
Robbery - Other - 2	Robbery-Other - 3
Willful Murder - 1	Robbery-Highway - 1
Attempted Murder - 1	Robbery-Residence - 1
Robbery - Highway - 1	
Aggravated Assault - 1	

Top UCR Part I Property Crimes

This Month	Last Month
Larceny-All Other - 88	Larceny-From Motor Vehicle - 75
Larceny-From Motor Vehicle - 78	Larceny-All Other - 69
Larceny-Shoplifting - 26	Motor Vehicle Theft-Auto - 30
Motor Vehicle Theft-Auto - 23	Larceny-Shoplifting - 26
Larceny-Bicycles - 18	Larceny-Bicycles - 13

Arrests

	This Month	Last Month	Last Year
Adult	307	336	284
Juvenile	64	31	35

Traffic (Moving Violation) Citations

This Month	Last Month	Last Year
123	147	68

Abandoned Vehicles

This Month	Last Month	Last Year
74	71	63

City Ordinance - Junk/Trash

This Month	Last Month	Last Year
7	5	15

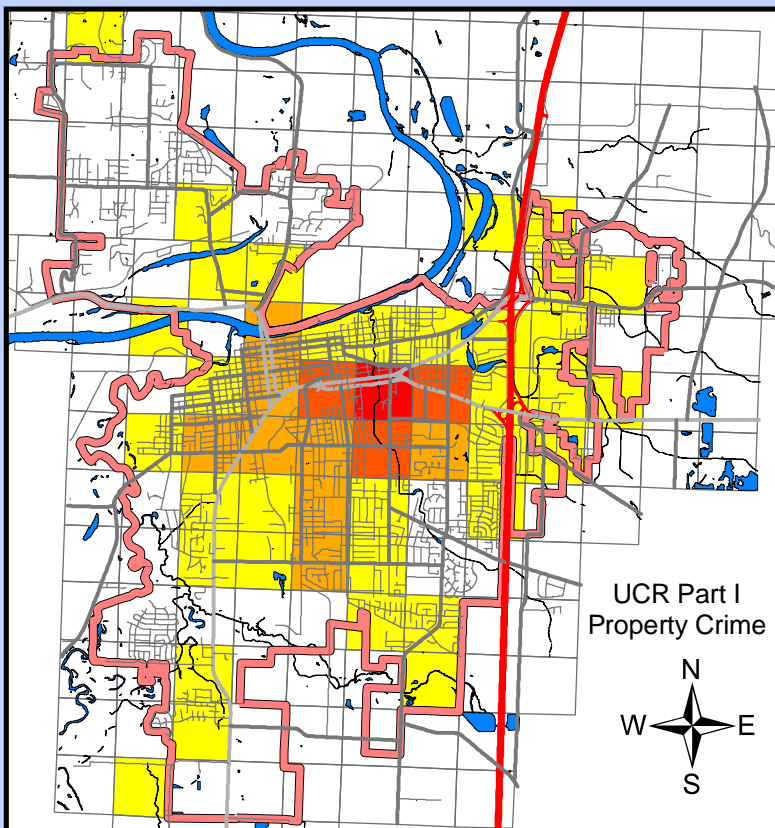
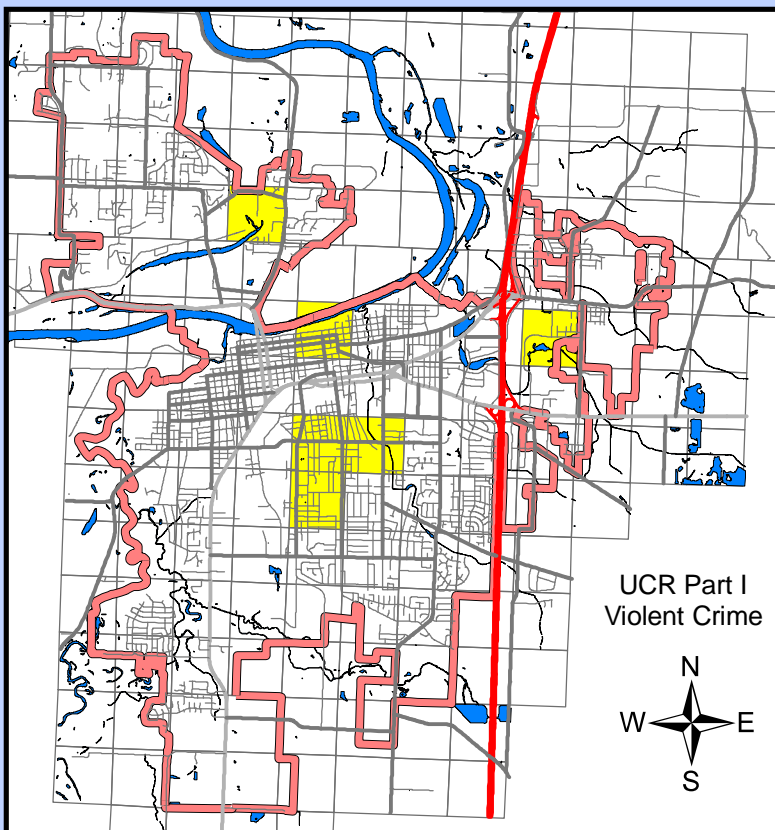
*Numbers in parenthesis are daily averages

**Data taken from the Offense Database only

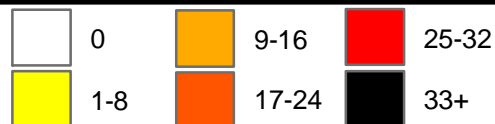
Analyst Notes:

This month UCR data was broken down by Part I Violent Crime and Part I Property Crime. Traffic Citations now only reflect moving violation citations. Arrests now include both adult and juvenile arrests. The new format is an effort to represent the City of Albany's police service performance measurements

Prepared by CA Patrick Hurley on 4/3/2006.



Monthly
Incident Rate





City of Seattle

Seattle Police Department

January 4, 2012

Mary Denzel, Deputy City Auditor
Office of City Auditor
P.O. Box 94729
Seattle, WA 98124-4729

Dear Ms. Denzel,

Thank you for the opportunity to review the revised final draft of your audit of the SPD crime analysis function, *How Can Seattle Crime Analysis Rise to the Next Level?*

We appreciate your consideration of the comments we provided previously and the resulting modifications you have made to this final draft. We make the following observations to underscore some aspects of the SPD crime analysis function audit that need further clarification or emphasis.

First, the audit appears to conclude that the weakest aspect of the SPD crime analysis function is what it terms "strategic and ad hoc crime statistics and reports" for internal and external audiences. It suggests that this deficit could be improved by creating a routine set of reports and by adopting any or all of the display features of the websites referenced in the appendices to the report. Your analysis of the variety of products that are in use elsewhere is correct in that other Cities have invested significant resources in the form of personnel, software and services to provide a more accessible visualization of crime and disorder.

Our vision for the future is that any citizen would be able to visit a City website where they could enter a location, neighborhood or larger area and receive meaningful information about crime and disorder in that selected area. The City's effort to support that goal to date is the "my neighborhood maps" and "data.seattle.com" websites that are maintained by the Department of Information Technology. The Police Department is one of the contributors to these services. Our goal is to work with our City partners to build out this public facing platform and better meet the identified needs. There is not a lack of vision or desire, but a lack of resources to accomplish this goal.

A second observation concerns Appendix 4, the listing of criteria for assessing the SPD crime analysis function. We want to emphasize the following point: that ensuring decision makers have the information they need in a timely manner is more important than the job titles of the staff providing that information.



Seattle Police Department, 610 Fifth Avenue, PO Box 34986, Seattle, WA 98124-4986

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The Department is currently launching a significant Business Intelligence effort. This project will not only help develop this likely future state of crime analysis, but also enhance organizational performance in general. Its aim is to make available flexible and reliable tools that can mine and analyze the data we already gather, in support of decision making at all levels of the organization, from the precinct commander who must decide how to deploy resources to the detective who needs to determine how best to proceed in an investigation.

As the Department works to develop and implement the next generation of its strategic plan, we will continue to identify a precise configuration of available resources to achieve a robust Business Intelligence implementation across the organization. One of the methods to achieve this objective would be to enhance central staff resources to provide strategic analysis and tactical support within the organization. Generally, an enhanced centralized strategic analysis and planning function would provide the command staff with sufficient information to support decision making and to coordinate responses to specific information requests from outside the organization.

We will always have personnel whose primary job function is crime analysis, but the future of this function, in our view, is for the information to be much more widely distributed throughout the organization. The analogy we would suggest is the transition from mainframe to networked personal computing, whereby these powerful analytic tools were placed directly in the hands of final users rather than requiring them to learn programming languages or to need ongoing programming services. The Department's current data systems provide the foundation of data to support employees across the organization in performing a range of analyses. Provided the Department can deploy appropriate technology and provide appropriate training, our employees can better utilize the information with or without the assistance of a "crime analyst."

Our final observation concerns training. While the audit correctly identifies the need for additional training and skill building in support of the Department's crime analysis function, it does not acknowledge clearly enough the budget pressures of the last several years. In response to fiscal realities, travel and training dollars have withered away and the Department faces many competing and compelling priorities for the funding that remains. It should be noted that the current state of crime analysis in SPD is the result of difficult financial choices and not a lack of interest or concern about the function.

Once again we thank you for the opportunity to review and comment on the final draft of the audit and hope that these observations may help to clarify our concerns and be of assistance to you.

Sincerely,

John Diaz
Chief of Police



Dick Reed, Assistant Chief
Field Support Bureau

JD:DR:cwt